



June 15, 2009

TO: Citizens' Oversight Committee

FROM: David Chan, Manager of Programming and Legislation

RE: Review of the 2009 TAM Strategic Plan Update, Agenda Item 6

The Transportation Authority of Marin (TAM) released its 2009 Strategic Plan at its May 21, 2009 Board meeting for a 45-day public review and comments period. Staff would like to present the Draft 2009 Strategic Plan to the COC for its review and feedback.

Recommendation: Discussion Item

Attachments

May 21, 2009 Staff report along with the draft 2009 Strategic Plan and related attachments



May 21, 2009

TO: Transportation Authority of Marin Board of Commissioners

FROM: Dianne Steinhauser, Executive Director

THROUGH: David Chan, Manager of Programming and Legislation

RE: Review of Draft 2009 Strategic Plan Update (SPU) and Open Public Comment Period, Agenda Item 6j

Dear Commissioners:

Executive Summary

The 2004 Measure A ½ cent Transportation Sales Tax Expenditure Plan called for a Strategic Plan to provide a 20-year outlook on how local transportation sales will be allocated in the context of anticipated demands, timing, and other available revenues. The Strategic Plan was adopted in June 2006 with the anticipation that it would be substantially updated every two years. The Revenues and Expenditures Element of the Strategic Plan will continue to be updated annually to ensure that funds are readily available for the years needed and to prepare for debt issuance to accommodate project delivery. Since inception in 2006, TAM has updated the Strategic Plan in 2007 and 2008, with substantial revisions in 2008.

The Strategic Plan is being updated in 2009 to reconcile funds allocated and revenues generated for the past four fiscal years and update revenue and expenditure projections for future years. The 2009 Update also includes updated information on the Measure A programs and projects, their progress towards achieving the Measure A goals. The 2008 Strategic Plan Update anticipated the need to issue debt in FY 2010-11 to meet the funding needs for Major Road Projects. The 2009 Strategic Plan has reexamined the schedules of critical projects and their impacts on the Measure A Program and recommends the same schedule of debt issuance, if needed, in FY 2010-11.

On May 11, 2009, the Executive Committee review and unanimously approved to open a public comment period for the 2009 Strategic Plan Update.

Recommendation: Open a public comment period for the 2009 Strategic Plan Update.

Background

The Measure A Expenditure Plan called for a Strategic Plan to provide a 20-year outlook on how local transportation sales will be allocated in the context of anticipated demands, timing,

and other available revenues. It serves as the overall roadmap for programming Measure A funds to the four strategies, as identified in the Measure A Expenditure Plan. The Strategic Plan was adopted in June 2006 with the anticipation that it would be substantially updated every two years. The Revenues and Expenditures Element of the Strategic Plan will continue to be updated annually to ensure that funds are readily available for the years needed and to prepare for debt issuance to accommodate project delivery.

Since inception in 2006, TAM has updated the Strategic Plan in 2007 and 2008, with substantial revisions in 2008. While the most substantial changes are in the Revenues and Expenditures Element for the 2009 Update, the Strategic Plan is also being updated to reflect changes that occurred since last year, most notably the inclusion of Marin Transit's 2009 Short Range Transit Plan (S RTP).

Given that Measure A only generates approximately \$20 million annually, it was anticipated that certain projects in the Expenditure Plan would need funding more rapidly than the rate of sales tax revenues generated. This was addressed in the original Expenditure Plan through the reservation of debt service payments for the Hwy 101 Gap Closure and the Major Roads projects. The intent for updating Revenues and Expenditures Element annually is to better gauge TAM's ability to ensure delivery of these critical projects.

Discussion

The Strategic Plan is being updated in 2009 to reconcile funds allocated and revenues generated for the past four fiscal years and update revenue and expenditure projections for future years. The 2009 Strategic Plan has reexamined the schedules of critical projects and their impacts on the Measure A Program.

Following is a summary of the most significant changes recommended in the 2009 Strategic Plan Update. All changes are highlighted in Attachment A.

- **Revenue Assumption** – After conducting detailed analyses on the sales tax disbursements received as of April 2009, staff is comfortable leaving the current year, FY2008/09, revenue level at \$20.8 million but recommends to reduce FY 2009/10 revenue level to \$20.0 million due to the current economic recession. Due to the current economic uncertainty, revenue projects will be maintained at the \$20.0 million level until FY 2010/11, and a 3% annual growth rate will be applied thereafter, commensurate with the Bay Area CPI growth.
- **Revenue and Expenditure Elements** – The Revenue and Expenditure worksheets have been revised for each strategy based on new revenue projections and project delivery schedules.
- **Anticipated Debt Issuance** – The 2009 SPU shows that debt financing is not needed until FY 2010/11 or possibly even FY 2011/12. The modest deficit shown for FY 2009/10 in the 2008 SPU is no longer needed because of construction delays on three major road projects, including Novato Boulevard (Segment 1), Miller Avenue, and Sir Francis Drake Boulevard. The funding schedules for all major road projects are shown in Attachment 3-3.

If these projects remain on schedule and TAM can find alternative funding for FY 2010/11, such as State Local Partnership Program (SLPP) funds, debt financing can be delayed until FY 2011/12. Given that TAM can expect to program approximately \$1.3 million annually in SLPP funds, Major Road Projects would be ideal candidates if timing can be aligned.

- Highway 101 Gap Closure Project – While debt financing was noted as a possibility for the Gap Closure Project in the 2008 SPU if a deficit materializes, it will not be needed. The Gap Closure Project did require additional funding of \$5.6 million in FY 2008/09 to meet funding commitments and cost overruns. This funding was needed after \$3.6 million in bid savings was re-invested into the project. TAM was able to secure \$1.5 million in TDA Article 3 funds, \$2.1 million in State ARRA-TE funds, and \$2.0 million in future STIP/RIP funds, to finally close the gap.
- Marin Transit's Short Range Transit Plan (SRTP) – The Measure A Expenditure Plan requires that Marin Transit develops a Short Range Transit Plan with updates every two years. The last SRTP was adopted by Marin Transit Board in March 2006. The Expenditure Plan also requires that TAM approve the SRTP in a public Forum. The last SRTP was approved by TAM in June 2006. On April 20, 2009, the Marin Transit Board adopted its most recent updated SRTP, which covers the period between FY 2008/09 to FY 2017/18. This recently adopted SRTP will be incorporated to this 2009 Strategic Plan Update as an attachment.
- Safe Route to School – TAM launched its Street Smarts Marin program in August 2008, to coincide with the start of the school year. The Street Smarts Program is a public education campaign designed to promote behavior change by drivers, pedestrians, and bicyclists. This program is explicitly described in the 2009 SPU.

Strategic Plan Amendment Policy

Per the Strategic Plan amendment policy, an amendment, including updates to the Strategic Plan, can be recommended as part of a regularly scheduled Board meeting. The update can be approved at the following Board meeting after allowing time for additional public comments. Therefore, the Strategic Plan Update will be presented to the TAM Board at the May 21, 2009 meeting and will be recommended for approval at the June 25, 2009 meeting.

Executive Committee

On May 11, 2009, the Executive Committee review and unanimously approved to open a public comment period for the 2009 Strategic Plan Update.

Recommendation

Open a public comment period for the 2009 Strategic Plan Update.

Attachment A – Draft 2009 Strategic Plan Update

Attachment B – Revenues and Expenditures Element

Attachment C – Marin Transit's 2009 Short Range Transit Plan

TRANSPORTATION AUTHORITY OF MARIN

MEASURE A – TRANSPORTATION SALES TAX STRATEGIC PLAN UPDATE (SPU)

2009

Chair:

Steve Kinsey – Marin County Board of Supervisors

Vice Chair:

Albert J. Boro - City of San Rafael

Commissioners:

Susan L. Adams – Marin County Board of Supervisors

~~Amy Belser~~ - Sausalito City Council

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Judy Arnold - Marin County Board of Supervisors

Peter Breen - San Anselmo Town Council

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Alexandra Cock - Corte Madera Town Council

~~Sandra Donnell~~ - Belvedere City Council

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Alice Fredericks - Tiburon Town Council

Joan Lundstrom - Larkspur City Council

Mary Ann Maggione - Fairfax Town Council

Charles McGlashan - Marin County Board of Supervisors

Stephanie Moulton-Peters - Mill Valley City Council

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Michael Skall - Ross Town Council

Executive Director:

Dianne Steinhauser

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TAM Board Alternates:

~~Herb Weiner~~ - City of Sausalito
Larry Bragman - Town of Fairfax
Larry Chu - City of Larkspur
Richard Collins - Town of Tiburon
Damon Connolly - City of San Rafael
Pat Eklund - City of Novato
Michael Lappert - Town of Corte Madera
Shawn Marshall - City of Mill Valley
John Telischak - City of Belvedere
Barbara Thornton - Town of San Anselmo

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Citizens' Oversight Committee (COC) Members

Ann Batman - League of Women Voters
Allan Bortel - Marin County Paratransit Coordinating Council
Robert Burton - Southern Marin Planning Area
Amanda Eichstaedt - Bicyclists & Pedestrians Groups
Barbara George - Central Marin Planning Area
Ray Hirsch - Taxpayer Groups
Teri Meadows - Ross Valley Planning Area
~~Vacant~~ - School Districts
Scott Tye - West Marin Planning Area
Don Wilhelm - Environmental Organizations

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COC Alternates

Bernard Meyers - Northern Marin Planning Area
Joy Dahlgren - Central Marin Planning Area
Sean Braniff - Bicyclists & Pedestrians Groups
Raphael Durr - Environmental Organizations
Sue Beittel - League of Women Voters
Michael Ongerth - West Marin Planning Area

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Attachment 1 – Sales Tax Revenues and Assignment to Strategies

Attachment 2 – Sales Tax Programming Summary

Attachment 3-1 – Strategy 1: Local Bus Transit Revenues and Expenditures

Attachment 3-2 – Strategy 2: Highway 101 Gap Closure Revenues and Expenditures

Attachment 3-3 – Strategy 3: Local Transportation Infrastructure Revenues and Expenditures

Attachment 3-4 – Strategy 4: School-Related Congestion and Safer Access to Schools Revenues and Expenditures

List of Appendices

1. Local Transportation Infrastructure, Major Roads & Related Infrastructure

- a. Candidate Projects
- b. Funding Allocations by Planning Area
- c. Project Prioritization Criteria for Major Roads
- d. Major Roadway Projects Data Table

2. Local Transportation Infrastructure– Funding Allocations by Community

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3. Safer Access to Schools

- a. Crossing Guard Location Evaluation Criteria
- b. Summary Data, Crossing Guard Survey
- c. Crossing Guard Requests (Phase 1 and 2)
- d. Safe Pathway Selection Process and Selected Projects for FY 07/08
 - i. Call for Projects
 - ii. Sample Application
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 - iv. Scoring Summary for Projects Selected

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4. Implementation and Claimant Forms

- a. Sample Application – Major Roads
- b. Sample Funding Agreement – Local Roads
 - i. Exhibit A – Conditions on Sub-Strategy 3.2
 - ii. Exhibit B – Sample Allocation Request Form
 - iii. Exhibit C – Sample Annual Report Form

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5. Project Fact Sheets (various projects)

6. Marin County Transportation Sales Tax Expenditure Plan

7. Marin County Transit District Short-Range Transit Plan

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8. Comments and Responses on 2009 Draft Strategic Plan

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Glossary

Allocation	An action by the TAM Board making funds available. After funds are programmed in the Strategic Plan, the TAM Board can make individual allocations to projects and programs. Following the allocation action, TAM enters into a funding agreement with the sponsor. The sponsor can then spend the funds.
Authority	Transportation Authority of Marin (TAM) – the agency created for the purpose of administering the ½-cent sales tax for transportation in Marin County. The TAM Board includes representatives from each city and town in Marin County, plus the five members of the Board of Supervisors. The Authority also functions as the Congestion Management Agency for Marin County.
Citizens' Oversight Committee	A 12-member committee of TAM consisting of 5 representatives selected from the five planning areas and 7 representing diverse interest groups in Marin County. Reports directly to the public on all issues related to the Expenditure Plan and use of the ½-cent transportation sales tax.
Claimant	A project or program sponsor who is due to receive funding under one of the four Strategies established in the Marin County Transportation Sales Tax Measure Expenditure Plan.
Expenditure Plan	The Marin County Transportation Sales Tax Measure Expenditure Plan, which is the plan for spending the ½-cent transportation sales tax funds.
Hwy 101 Gap Closure Project	The Gap Closure Project includes the completion of the HOV lane on Highway 101 through San Rafael. This project is designed to relieve a critical bottleneck on Highway 101, in both the Northbound and Southbound directions.
Golden Gate Bridge Highway and Transportation District	The agency responsible for the Golden Gate Bridge, as well as for regional transit including ferries and bus service between Sonoma, Marin, and San Francisco counties. Golden Gate currently operates local transit services in Marin County under contract to the Marin Transit.
HOV Lane	High Occupancy Vehicle or Carpool lane, open to vehicles with 2 or more occupants—including buses—during peak commute hours.
Leverage or Leveraging (<i>also Matching</i>)	The planned use of local sales tax dollars to attract other local, regional, State, or Federal funds. Can include the use of local funds as a required match to these other fund sources.

Marin Transit (formerly Marin County Transit District (MCTD))

The existing local transit district, Marin Transit currently contracts for local transit services with Golden Gate Transit. Marin Transit also currently contracts for paratransit services with Whistlestop Wheels, as well as contracting for the West County Stagecoach. Marin Transit is governed by two city representatives and five representatives from the Board of Supervisors.

Paratransit

Specialized transportation services for seniors and/or persons with disabilities who are unable to use regular bus routes.

(to) Program

To assign a future expenditure of funds to a particular use within a particular timeframe.

Self-Help County

A county with a local sales tax dedicated to transportation is called a “self-help” county because the tax demonstrates that the County is willing to “help itself” to solve its own transportation problems. A self-help county has greater opportunities to compete for regional, State, and Federal grants by establishing a reliable source (i.e., sales tax revenues) for the local matching funds that are required by most grantors.

Short Range Transit Plan

A 10-year vision of the capital and operating needs of a transit agency. Required by the Metropolitan Transportation Commission (MTC), under guidance from the Federal Transit Administration (FTA), an SRTP is required from each major transit agency in the Bay Area. The SRTP serves to identify transit needs and develop priorities.

Transportation Sales Tax Strategic Plan, or “Measure A” Strategic Plan

A detailed plan of expenditures and revenue completed by the Transportation Authority of Marin every two years. The plan projects the availability of sales tax funds, and assigns or ‘programs’ the revenue to eligible projects and programs, per the sales tax Expenditure Plan approved by voters.

Technical Advisory Committee

A committee of TAM made up of Public Works staff, other city staff, and representatives of diverse public interests who will prioritize infrastructure improvements and make recommendations to the Transportation Authority of Marin.

Transportation Authority of Marin (TAM)

See “Authority.”

Transit District

See “Marin Transit”

Executive Summary

The Marin County Transportation Sales Tax Expenditure Plan, approved by voters as Measure A in November 2004, dedicates an estimated \$332 million in local sales tax revenues to transportation needs in the county over a twenty year period. . The sales tax was approved at a time when formerly reliable state and federal sources of transportation funding were sorely lacking. A number of transportation options in Marin were in danger of being severely reduced—or eliminated entirely—if the sales tax measure had not passed.

The Sales Tax Expenditure Plan approved by voters lists projects and programs that are eligible for sales tax funds and establishes the maximum percentage of funds that can be allocated to each strategy. It did not establish exactly when allocations will be made. The Transportation Authority of Marin has developed this Strategic Plan to establish the timing of allocations and address funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the availability of federal, state, and other funds beyond Measure A.

The 2009 Measure A Strategic Plan Update continues to provide a 20-year outlook for how the local transportation sales tax will be spent. The 2009 Strategic Plan Update is particularly important because TAM has managed the transportation sales tax successfully for four years. This update continues to present to the financial community and the Authority's stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The resulting assignment of dollars to programs and projects is a commitment to sponsors that the funds will be available. The Strategic Plan itself does not constitute a final funding commitment. Commitments to individual projects and programs are secured through actual allocation actions by the TAM Board.

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The Strategic Plan makes provisions for project management oversight, administration, and overhead necessary to manage and oversee a program of this complexity. The Plan also accounts for the necessary reserves that take into account the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. It programs funds for repayment to the Metropolitan Transportation Commission for a loan of funds for the Hwy 101 Gap Closure, in lieu of previously planned debt financing. It also plans for debt financing beginning at the earliest in FY 2010-11 for several Major Road projects. It programs funds according to realistic project and program schedules. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided for sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

In short, the Strategic Plan—which will be updated every two years—provides the overall roadmap for the programming of Measure A funds consistent with sponsor's expectations. The Revenues and Expenditures Element of the Strategic Plan will continue to be updated annually to ensure that funds are readily available for the years needed and to prepare for debt issuance to accommodate project delivery. Since inception in 2006, TAM has updated the Strategic Plan in 2007 and 2008.

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As outlined in the Expenditure Plan, the revenues generated by the ½ cent sales tax are programmed to four Strategies and their associated Sub-Strategies. The Strategies and Sub-Strategies are as follows, with a brief summary of what the Strategic Plan includes for each:

Strategy 1: Local Bus Transit

- Sub-Strategy 1.1: Maintain and expand local bus transit service
- Sub-Strategy 1.2: Maintain and expand the rural bus transit system
- Sub-Strategy 1.3: Maintain and expand transit services and programs for those with special needs—seniors, persons with disabilities, youth and low-income residents
- Sub-Strategy 1.4: Invest in bus transit facilities for a clean and efficient transit system

Strategy 2: US 101 HOV Gap Closure

Strategy 3: Local Transportation Infrastructure

- Sub-Strategy 3.1: Major Roads and Related Infrastructure
- Sub-Strategy 3.2: Local Roads for all Modes

Strategy 4: School Related Congestion and Safer Access to Schools

- Sub-Strategy 4.1: Safe Routes to School
- Sub-Strategy 4.2: Crossing Guards
- Sub-Strategy 4.3: Safe Pathways to School

Strategy 1—Marin Transit is the sole claimant for Strategy 1. The Expenditure Plan requires that Marin Transit prepare a Short-Range Transit Plan (SRTP)—to be approved by the TAM Board of Commissioners—that provides a 10-year outlook for revenues and needs for local transit in the county. The first SRTP was prepared and approved by the Marin Transit Board in March 2006 and accepted by the TAM Board as part of the approval process for this Strategic Plan in May 2006. Currently, the 55% maximum share identified for Strategy 1 is fully programmed annually, consistent with local transit needs identified in the SRTP.

As required by the Measure A Expenditure Plan, Marin Transit will be updating its SRTP periodically. On April 20, 2009, the Marin Transit Board adopted its most recent updated SRTP, which covers the period between FY 2008/09 to FY 2017/18. This recent adopted SRTP has been incorporated to this 2009 Strategic Plan Update as an attachment under Appendix 7.

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Strategy 2—While the funding horizon has shifted somewhat since the Expenditure Plan was created—making available some federal funds that were not originally planned for on the Highway 101 HOV Gap Closure project—the costs of construction have continued to rise. As a result, the full 7.5% of Measure A funds are programmed to this Strategy, which includes completing the multi-use path through Puerto Suello Hill and adding sound-reduction strategies in the project area.

Strategy 3—The approach to allocating funds to the two Sub-Strategies that comprise Strategy 3 is different in each case. Regarding Sub-Strategy 3.1, Major Roads and Related Infrastructure, programming of available sales tax revenues is recommended for the first few years for the development phases of the Major Road projects. The first major road project to start construction was the City of Novato's Novato Boulevard in the Fall of 2007, followed by the City of San Rafael's Fourth Street in Spring of 2008. The Fourth Street project completed construction early 2009.

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Regarding Sub-Strategy 3.2, Local Roads for all Modes, programming is based on the local jurisdiction formula outlined in the Expenditure Plan, which is based on population and road miles within the local jurisdiction. The formula share updated with the 2008 Strategic Plan Update, utilizing the most current population data from the California Department of Finance and lane miles from MTC. The measurement of lane miles versus road miles was a more accurate representation of each jurisdiction's maintenance responsibilities. The difference in the amount of Measure A funds distributed using either sets of data was nominal for most jurisdictions and the Public Works Directors concurred with the new formula.

Strategy 4—The three Sub-Strategies comprising Strategy 4 are at various stages of implementation, and so funds are programmed accordingly. Sub-Strategy 4.1, Safe Routes to School, has begun receiving an annual allocation based on the historical program cost with an assumed escalation over the next 20 years. Sub-Strategy 4.2, Crossing Guards, has recommended programming for crossing guards at approximately 60 critical intersections. The Crossing Guard Program is entering its third year, having received its first allocation for the Fall 2006 school year. Sub-Strategy 4.3, Safe Pathways to School, is the capital improvement element of the Safe Routes to School program. The initial set of projects, selected based on performance criteria and approved Safe Routes plans, was authorized in the Fall of 2007. Estimated programming is included in this Strategic Plan; with specific projects listed in Appendix 3d.

The detailed dollar amounts programmed for each Strategy and Sub-Strategy are included as Attachments to the Strategic Plan (See Attachments 3-1 through 3-4.)

A number of policies are outlined or included in this Strategic Plan to make clear the actions, intentions and expectations of TAM. The policy elements discussed in this document include: the Separation of Strategies and Sub-Strategies, Reserves, Debt, Investments, Fund Swaps, and Strategic Plan Amendments. These policies are part of the structure and guidelines for prudent administration of the Measure A program.

Of paramount interest to local sponsors due to receive a portion of the sales tax revenues are the implementation guidelines; how sponsors, or claimants, receive and utilize the funds. This Strategic Plan provides various claimant policies, including: Eligibility for Funding, the Application Process, Allocations and Disbursement of Funds, Monitoring and Reporting Requirements, and Eligible and Ineligible Costs.

This Strategic Plan programming roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan, the strong message from voters, are being met.

This assignment of the estimated \$322 million in sales tax revenue to the voter approved projects and programs will assure that the primary goal of the ½-cent sales tax for transportation is being met:

Improve mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.

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I. Introduction

The Transportation Sales Tax Measure Expenditure Plan approved by voters as Measure A in November 2004 dedicates an estimated \$332 million in local sales tax revenues to transportation needs in Marin County.

The Strategic Plan implements the primary goal of the Transportation Sales Tax Measure, Measure A, as set forth in the Expenditure Plan:

Improve mobility and reduce local congestion for everyone who lives or works in Marin County by providing a variety of high quality transportation options designed to meet local needs.

The Expenditure Plan lists transportation projects and programs that are eligible for sales tax funds and establishes the maximum percentage of sales tax funds that can be allocated to each strategy over the 20-year life of the Expenditure Plan. The Expenditure Plan provided minimal guidance on the timing of allocation of the ½ cent sales tax revenue to each of the strategies. TAM has developed the Strategic Plan to establish the timing of allocation amounts, addressing funding priorities among the projects. The Strategic Plan reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. It takes into consideration the schedule of availability of federal, state, and other funds beyond Measure A; the debt issuance capacity within the Measure A program; and an assessment of the reasonableness of project and program schedules.

The Strategic Plan has been developed in close coordination with project and program sponsors. Independent but related efforts, such as the ongoing implementation of Marin Transit's Short Range Transit Plan, a 10 Year outlook of revenue capacity and needs, as well as the ongoing implementation of the comprehensive funding plan for the completion of the Highway 101 Gap Closure project, have been closely coordinated with TAM, to assure that sales tax revenues are not overstated, and are consistent with TAM forecasts and Expenditure Plan commitments. The resultant Strategic Plan continues to provide the overall roadmap for the programming of Measure A funds consistent with sponsor's expectations. The Strategic Plan will be updated every two years.

In the development of the Expenditure Plan, a number of themes on how the sales tax funds should be spent emerged. The Strategic Plan codifies these themes as *guiding principles*. These principles have guided the Strategic Plan policies and the specific programming recommendations, as Strategic Plan Updates are implemented:

1. Maximize leveraging of outside fund sources
2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.
3. Maximize the cost effective use of sales tax dollars.
4. Promote a balanced use of funds throughout the County
5. Promote high environmental and conservation awareness.

These guiding principles guide both the policies on the use of Transportation Sales Tax funds, as well as programming recommendations.

The Strategic Plan makes provisions for project management administration consistent with the voter-approved Expenditure Plan and overhead necessary to oversee a program of this complexity. The Plan also accounts for the necessary reserves that take into account the fluctuations in sales tax revenue seen over the last several years of shifting economic trends. The Strategic Plan provides the overall structure for the management of the sales tax revenues. Finally, guidance is provided to sponsors on requesting, utilizing, and reporting on the results of the sales tax allocated.

The Strategic Plan roadmap will serve as the starting line for sales tax usage. Each time a sponsor requests the next phase of funding for a project or program, TAM will assess progress and eligibility, assuring that sponsor reporting requirements are met. The incremental allocation of funds along with regular monitoring done by TAM staff will provide additional assurance that the goals of the Expenditure Plan—a strong message from voters—are being met.

A. The Transportation Authority of Marin

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan. With the passage of Measure A, TAM now manages the implementation of the transportation programs financed by the ½-cent, 20-year sales tax. TAM also serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

The TAM sixteen member governing board comprises representatives from each of the cities and towns in Marin County, and all five members of the County Board of Supervisors. A Technical Advisory Committee (TAC), made up of Public Works staff, other local government staff and representatives of diverse public interests prioritize infrastructure improvements and make recommendations to TAM. A twelve member Citizens' Oversight Committee, made up of five representatives from the five planning areas and seven representatives from diverse interest groups in the County, report directly to the public on all issues related to the Expenditure Plan and sales tax use.

B. Overview of the Strategies

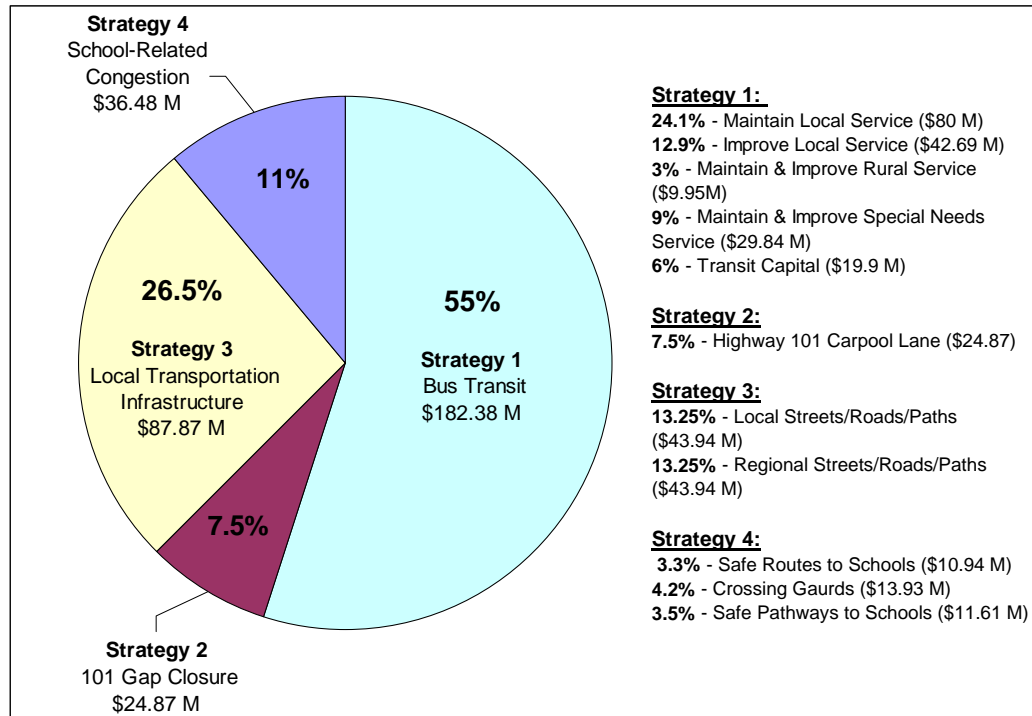
The development of the Transportation Sales Tax Measure Expenditure Plan was the result of over four years of planning and extensive input from the public and from the cities and towns of Marin County. The Expenditure Plan was developed with the assistance of five Citizens' Advisory Committees, representing diverse interests, including environmental, social justice, business and advocates for every travel mode and advocates for underserved populations including seniors, persons with disabilities, and those with limited income.

In order to meet the goal of improving mobility and reducing local congestion for everyone who lives or works in Marin County, the Expenditure Plan defined four strategies to provide improvements to multiple modes of travel, thereby improving future mobility. The strategies are:

1. Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services).

2. Fully fund and ensure the accelerated completion of the Highway 101 Carpool Lane Gap Closure Project through San Rafael.
3. Maintain, improve, and manage Marin County's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways.
4. Reduce school related congestion and provide safer access to schools.

The Expenditure Plan was based on the expectation that the ½-cent sales tax will generate approximately \$331.6 million over 20-years, net of expenses for administration and program management, debt service and bond issuance costs. The respective allocation for each strategy—by percentage and estimated revenue—is shown in the chart below.



Per the Expenditure Plan, each of the four strategies is further divided into sub-strategies. Each sub-strategy is allocated a percentage of actual sales tax receipts, after expenses. The sections that follow provide a brief overview of each of the strategies. A more detailed description of each—including the related sub-strategies, is included in Section III. D.

1. Strategy 1: Local Bus Transit

Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services). – 55% of sales tax revenue will be used for this strategy, which is intended to support and maintain a local bus (and paratransit) service that meets the needs of the local community.

As transportation funding has failed to keep pace with the need for it, it has become increasingly difficult to maintain transit services that effectively provide mobility to the communities that rely on them. Strategy 1 is specifically intended to help meet this need. It is divided into four sub-strategies:

1. Maintain and expand local bus transit service
2. Maintain and expand the rural bus transit system
3. Maintain and expand transit services and programs for those with special needs
4. Invest in bus transit facilities for a clean and efficient transit system

Marin Transit is the sole claimant for Strategy 1. Marin Transit developed its first Short-Range Transit Plan (SRTP), approved by the MCTD (predecessor to Marin Transit) Board on March 20th, 2006, a 10 year outlook of revenues and needs of local transit service in Marin County. The SRTP correlates specific programs and projects with the sub-strategies that make up Strategy 1. The TAM Board of Commissioners approved the SRTP, as part of the Strategic Plan approval process, committing to the funding levels outlined in the SRTP. The SRTP and its related Service Plan continue to be implemented by the Marin Transit Board and staff.

2. Strategy 2: US 101 HOV Gap Closure

Fully fund and ensure the accelerated completion of the Highway 101 Carpool Lane Gap Closure Project through San Rafael – 7.5% of sales tax revenue will be used for this strategy, which includes completing the final segments of the HOV lane and including elements that will improve this project in the neighborhoods adjacent to it, including landscaping, noise reduction, completion of the multi-use path through Puerto Suello Hill.

The Highway 101 Gap Closure project has been the highest priority transportation project in Marin County for over two decades. Initially, the costs for design and construction of the project were to have been paid for with federal and state transportation funds through the State Transportation Improvement Program (STIP). At the time that Measure A was passed, the STIP had been unable to meet the demands of cities and counties for several years. This dire situation is likely to continue unabated for several more years, as fuel tax revenues are barely able to keep up with maintenance needs of the existing system. The Measure A Program came along at a time when local funds are more often expected to make up for the shortfalls at the state and federal levels on major projects such as the Highway 101 improvements.

Since the passage of Measure A, the Metropolitan Transportation Commission dedicated discretionary federal funds to the Highway 101 Gap Closure project, covering a portion of

the escalating project costs. Measure A funds are being used to cover remaining carpool lane costs, as well as the design and construction of an adjacent bike path and a sound-absorbing facing for the planned and existing soundwalls. It is estimated at this time that all available Measure A sales tax funds will be necessary to complete the final segment - Segment 4 over Puerto Suello Hill. If there are any funds remaining when the entire Highway 101 corridor improvements are completed, they will be dedicated to Strategy 1, Local Transit, per the Expenditure Plan.

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3. Strategy 3: Local Transportation Infrastructure

Maintain, improve, and manage Marin County's local transportation infrastructure, including roads, bikeways, sidewalks, and pathways – 26.5% of sales tax revenue is used for this strategy, which includes roads, bikeways, sidewalks, and pathways of local and regional significance.

The purpose of this strategy is to provide funding to maintain and improve transportation infrastructure that is of county-wide significance, as well as those that primarily serve local jurisdictions. Half of the funds are allocated for regionally significant facilities, while the other half are allocated for local facilities.

The Measure A sales tax funds help to address the over \$200 million in road rehabilitation needs facing local jurisdictions in Marin County. With the majority of available federal and state funds dedicated to the maintenance and rehabilitation of state highways and bridges, the Measure A funds begin to address a historical backlog of local road needs.

Over the first three years of the Measure A program, a number of Major road projects have been developed and are underway, including Novato Boulevard Rehab in Novato and the 4th Street West End improvements in San Rafael.

4. Strategy 4: School Related Congestion and Safer Access to Schools

Reduce school related congestion and provide safer access to schools – 11% of sales tax revenue is used for this strategy, which includes Safe Routes to School, Crossing Guards, and Safe Pathways to School.

The purpose of this strategy is to provide a reliable funding stream for school-related transportation and safety issues. School-related traffic is a significant contributor to congestion in the county, generating over 21% of morning peak period trips. Strategy 4 provides several programs to improve school-related traffic and safety.

The Safe Routes to School program was established in 2000 and has proven to be very successful—increasing alternative mode use and reducing single-student occupant auto trips by over 15%. The overall program utilizes the following elements to maintain success and deliver a comprehensive solution to school related congestion:

- Education – of students, parents, school administrators and teachers, as well as the community on alternative strategies for school travel and ways to enhance safety of school trips,
- Encouragement - of students and parents to select alternative modes of travel to school,
- Enforcement – of safe practices of crossing busy streets , as well as safe practices in biking and walking to school,
- Engineering – of improvements around school sites to make access safer and more usable for all modes, and
- Evaluation – of the program in the eyes of school administrators and teachers, parents, students and the community to determine what else needs to be done and whether existing programs need to be changed

Measure A provided funding to continue this successful program beyond the 2004-2005 school year, when the previous funding expired. In addition to continuing the program, Measure A is allowing it to be expanded to all schools in the county. At present, nearly 50 schools have active Safe Routes elements underway at the schools. Goals for expansion particularly include more activity around high-schools. TAM is piloting two new innovative programs as part of the Safe Routes strategy – the School Pool Program to get students and parents to carpool to school, and the Street Smarts Program, an innovative program of marketing safety for drivers, cyclists, and pedestrians, on the heaviest and most dangerous streets in our local jurisdictions. If proven successful, these programs will be expanded to all jurisdictions in Marin.

The Crossing Guard program provides funding for trained crossing guards at up to 70 key intersections throughout the County. In accordance with the Expenditure Plan, the crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that there are well trained crossing guards with back-ups for every critical intersection.” The first three years of this program have been very successful, and efforts are underway to examine the program in order to determine changes and expansion opportunities.

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The Safe Pathways program is integral to the success of the overall strategy; it is the capital improvement element of the Safe Routes to School program. This program provides funds to design and construct projects identified through the implementation of the Safe Routes Plans developed under the Safe Routes to School program. Typical projects might include the construction of pathways, sidewalk improvements, or traffic safety devices. In 2007, nearly \$2 Million in project funding was awarded to local schools and Marin’s cities, towns, and the County, to enable a number of safe pathway projects to be constructed over the next few years.

C. Strategic Plan Purpose & Guiding Principles

This Strategic Plan serves as the programming document for the programs and projects that are contained in the four strategies defined in the Expenditure Plan. In the development of the Expenditure Plan, a number of themes on how the sales tax funds should be spent emerged. The Strategic Plan codifies these themes as guiding principles. These principles guide the Strategic Plan policies and the specific programming recommendations:

1. Maximize leveraging of outside fund sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measure. The message sent by voters that the County is willing to fund many of its transportation needs, create opportunities at the federal, state, and regional level for funding to come to Marin County. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plan can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM. A discussion of TAM's successful leveraging efforts to date is included in Section III.C.3.

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2. Support timely and cost-effective project delivery, ensuring all strategies progress towards measurable improvements.

With the recent dearth of funding at the federal and state level resulting in an increasingly larger backlog of transportation needs, it is imperative that local dollars be utilized efficiently and effectively. Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

3. Maximize the cost effective use of sales tax dollars.

The projects and programs envisioned in the Expenditure Plan may only be deliverable if they receive a concentrated influx of funding over a relatively short time period. The timing of sales tax collection may not exactly fit the delivery needs of projects. While the Expenditure Plan envisioned the need for advancing sales tax revenue for the largest of its projects, the Hwy 101 Gap Closure project, the Strategic Plan process will examine the need to advance funds for other project delivery needs as well. This can be accomplished in a variety of ways, by the leveraging of outside fund sources, the loaning of revenue within or between Expenditure Plan strategies, and the advancing of sales tax through short or long-term debt financing, all of which will be considered. The imperative to advance funds through financing means that, over the 20-years of the Expenditure Plan, fewer dollars will be available for projects and programs because of the need to pay interest. The trade-off is the ability to deliver projects early on, for the benefit of Marin residents today. Prudence dictates that we strike a balance between accelerated delivery and financing costs, and minimize—to the extent feasible—the cost of financing.

4. Promote a balanced use of funds throughout the County.

The Expenditure Plan provides the basis for how funds are distributed throughout the County over the life of the Measure A program. TAM will remain committed to working with program and project sponsors to move all strategies forward simultaneously to provide a balanced expenditure of Measure A funds throughout the County.

5. Promote high environmental and conservation awareness.

TAM will remain committed to working with program and project sponsors in a cooperative manner to deliver the Measure A program with attention to environmental and conservation awareness. Allocation of Measure A funds for right of way capital and construction will be contingent upon demonstration of completed environmental documentation. Attention shall be paid to any impacts on local traffic circulation, bike and pedestrian safety and accommodation, minimizing disruption to Marin County residents.

II. Policy Elements

The Strategic Plan sets policy and provides guidance for the administration of the Measure A program, ensuring prudent stewardship of the funds. Policies considered by the TAM Board and incorporated into this document not only guide the financial decisions TAM expects to make but also will determine how sales tax funds are allocated to specific projects and programs. Some policies have been adopted as separate and distinct actions of the TAM Board; others are defined in this Strategic Plan.

A. Separation of Strategies & Sub-strategies Policy

The Strategic Plan captures the intent of the Expenditure Plan in assigning funding commitments to the four key Strategies. The Expenditure Plan is organized around four strategies designed to protect the environment and quality of life enjoyed in Marin County. Each strategy is supported by specific but flexible programs that have been designed to “provide a high degree of accountability to the voters.” In the Strategic Plan, a percentage share of Measure A revenues is programmed to each strategy or sub-strategy within the four strategies. As sales tax receipts increase or decrease, the dollar amounts programmed to each strategy and sub-strategy may fluctuate accordingly, but the overall percentage will be maintained.

For purposes of developing the Revenue and Expenditure element of the Strategic Plan, financial assumptions concerning how Measure A revenues would be programmed, interest earned, and funds borrowed between strategies were developed. These assumptions have guided the development of the fund tracking and monitoring systems, which track what levels of sales tax have been expended for each strategy and sub-strategy over time. In general, for tracking purposes, each strategy or sub-strategy is considered as a discreet and separate “fund” that is eligible for its percentage share of revenues annually. Sales tax revenue may be allocated for eligible projects and programs within the strategy or sub-strategy annually or they may be allocated at a later time.

The Expenditure Plan states that “actual revenues will be programmed over the life of the Plan based on the percentage distributions identified in the Plan.” The actual requirements for funds in a specific program or sub-strategy may be higher or lower than the projected revenue availability in any given year. To address these variances, annual allocations may be greater than or be less than the amount available. With the biennial updates to the Strategic Plan, and the annual updates to the Revenue and Expenditure element within the overall Strategic Plan, status information on actual expenditures will be presented and reconciliation options discussed, to ensure that percentage distributions will be achieved over the life of the plan.

The 2006 Strategic Plan provides a baseline of funds available to strategies and sub-strategies and reflects the funding needs of projects and programs. Borrowing between strategies or sub-strategies is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the biennial Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues and expenditures within each strategy and sub-strategy will be reported and options for reconciling any share imbalance will be discussed. At the sunset of the Measure, each of the strategies will have received their respective percentage shares per the Expenditure Plan.

Interest earnings on Measure A fund balance will be allocated as determined by the TAM Board. In November of 2006, the TAM Board allocated a specific amount of interest revenue, \$225,000, to the Highway 101 Gap Closure project to close a funding gap in the project in order for the project to proceed to construction. This revenue was consistent with interest collected, in that several years of Highway 101 revenue had been accumulated, pending major construction on the corridor starting.

Routine maintenance of the primary north-south trunk-line multi-use path system, known in part as the North-South Greenway, has been adopted by the TAM Board as an eligible expenditure of interest earned on fund balances. TAM conduct an inventory of what is needed to provide maintenance of the existing North-South Greenway path system, examining primary Class 1 bi/pedestrian facilities, Class 2 facilities, and differentiating between those facilities built, funded, and not-yet funded. In February 2008, the TAM Board adopted a policy of allowing for a 50% reimbursement of costs of routine maintenance of local Class 1 bike/pedestrian facilities of regional or countywide usage and significance, approved on a case-by-case basis. This policy allows TAM to utilize Measure A funds, with bike/pedestrian path maintenance an allowable expense under the original Expenditure Plan, to offset the high cost of a regionally significant facility being built maintained by a local jurisdiction within Marin County. This policy does not preclude the TAM Board from allocating Measure A interest earnings to other projects in the Expenditure Plan if it deems necessary.

Local jurisdictions, defined as the County of Marin as well as the cities and towns of Marin County, who are responsible for routine maintenance of the multi-use path facility may apply for the Measure A Transportation Sales Tax interest funds. TAM will provide up to 50% on a reimbursable basis, to local jurisdictions in which the path segment lies. Projects are to be considered by the TAM Board on a case-by-case basis.

Over the life of the plan, all direct Measure A sales tax revenues will be programmed according to the percentage distributions identified in the Expenditure Plan.

Specific policies related to programming sales tax revenue to strategies and sub-strategies are discussed in the *Revenue & Expenditure* section of the Strategic Plan.

B. Reserve Policy

The Expenditure Plan states “The Authority will also have the ability to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule.” The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. The impacts on revenue availability to strategies of establishing a 5% and a 10% annual reserve fund were analyzed. Given that the reserve fund is only one mechanism TAM will use to address fluctuations in sales tax revenue and that a conservative (low) sales tax forecast will be used, a 5% annual reserve is established for the first five years of the Strategic Plan. The conditions and process for disbursing revenues from the reserve will be considered in future policy discussions of the Board.

C. Debt Policy

The Transportation Sales Tax Measure Expenditure Plan acknowledges and allows for debt to be issued for expediting the delivery of transportation projects. As envisioned in the Expenditure Plan, approximately \$30 million in debt capacity is reserved in the Strategic Plan to meet the cash flow needs of the 101 Gap Closure project, estimated at \$25 million and other eligible projects, and estimated \$5 million. Issuing debt was originally anticipated to meet the cash demand for the Gap Closure Project, but an infusion of \$12.5 million in federal funds loaned by MTC in 2007 in exchange for future Measure A funds alleviated this demand. The MTC loan secured offers more favorable terms and lower interest expenses to TAM compared to private bond financing. However, in order to meet the rapid repayment schedule, it's may be necessary for TAM to borrow from the 5% reserve set aside starting in FY2009-10. At any time, TAM will maintain a reserve level over \$1 million. And reserve will be restored to its intended level once the MTC loan is fully repaid.

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Issuing debt may still be necessary for the major road projects from Strategy 3.1. Based on the current construction schedules for several major road projects, debt financing is anticipated in FY2010-2011 if projects do not experience delay. A specific description of debt financing assumed in the Strategic Plan is provided in Section III.B.

The debt policy that the TAM Board adopted in July 2007 provides a framework for issuing debt, addressing restrictions on the amount and type of debt to be issued, the issuance process, and the management of the debt portfolio.

Objectives of TAM's debt policy are to:

- 1) Maximize the use of Measure A cash and other leveraged funds to capital projects, thereby minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- 2) Maintain cost effective access to the capital markets through prudent yet flexible policies;
- 3) Moderate debt principal and debt service payment through effective planning and project cash management in accordance with TAM project sponsors; and,
- 4) Achieve the highest practical credit ratings.

An effective debt management policy provides guidelines to manage a debt program in line with the available resources. Adherence to its debt management policy signals to rating agencies and the capital markets that TAM is well managed and will likely meet its obligations in a timely manner.

To assure that Major Road projects that may require debt financing have an assured scope, cost, and schedule, so as to issue debt only when necessary, TAM staff recommend a policy revision as part of this Strategic Plan Update whereby the local jurisdiction responsible for the delivery of the Major road project will be required to adopt a project scope, cost, and schedule through the local governing board in a timely manner to allow TAM to pursue the issuance of debt without undue delays to the project. This board action will be accompanied by a request to TAM to supply sufficient Measure A funds, in accordance with the project's funding plan, and in accordance with the project's expected cash flow needs. TAM will reserve the right to supply Measure A or equal funds to meet the project's needs.

D. Investment Policy

The TAM Administrative Code Article VI, Section 106.8 states that “all funds of the Authority will be invested in the manner and upon the conditions set forth in Government Code 53601, and the receipt, transfer or disbursement of such funds during the term of the Agreement shall be accounted for in accordance with generally accepted accounting principles applicable to governmental entities.” Currently, the Marin County Treasurer is appointed as TAM’s Treasurer by the Board and invests all TAM’s funds in the Marin County Investment Pool.

To expand upon the Administrative Code, TAM developed an investment policy with the help of its financial advisor team and input from the Marin County Treasurer’s Office. The TAM Investment Policy was adopted by the Board in April 2007. This policy will be reviewed and updated annually. The following objectives were set forth in the policy:

- a) **Preservation of capital through high quality investments and by continually evaluating the credit of financial institutions approved for investment transactions, and securities considered and held in safekeeping;**
- b) **Maintenance of sufficient liquidity to enable the participants and other depositors to meet their operating requirements; and**
- c) **A rate of return consistent with the above objectives.**

E. Fund Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin’s transportation needs. It recognized that the sales tax funding opened up new opportunities to compete for state and federal grants that require a local match. The Expenditure Plan also discusses TAM’s authority to bond “and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs and to provide economies of scale.” The Expenditure Plan specifically mentions that TAM will be able to use “other means to accelerate the delivery of projects and programs, including seeking outside grants and matching or leveraging tax receipts to the maximum extent possible.”

Leveraging funds through a “fund swap,” i.e., exchanging Measure A funds for an equivalent or greater amount of state or federal dollars is one mechanism that TAM will utilize in the delivery of the Measure A program. In its role as the Congestion Management Agency for Marin, TAM has the responsibility for programming the majority of state and federal funds that come to the county. TAM is therefore well-situated to identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will in some way reduce overall project costs of TAM sales tax strategies, e.g. by reducing or eliminating the need for other financing.
- The fund swap will facilitate the accelerated delivery of TAM’s sales tax strategies.
- The fund swap will facilitate the accelerated or reduced delivery cost of TAM funded projects that would otherwise have been funded with federal funds.

In its first three years of sales tax collection, TAM has engaged in a number of fund swaps that have accelerated the delivery of TAM funded projects and programs, specifically projects and programs that would have been delivered with federal funds. These fund swaps include the following:

- **TE/TLC/STP Funds** - In December 2005, TAM approved the swapping of federal funds and Measure A funds, originally programmed to the Highway 101 Gap Closure Project, to alleviate burdens on local project sponsors which would have otherwise used federal funds on smaller projects. The Highway 101 Gap Closure Project was already “federalized”, meaning that it had already met all requirements to use federal funds, and would not incur any additional burden by adding more federal funds.

The total amount of swapped federal funds includes \$1.039 million in Transportation Enhancement (TE) funds, \$1.392 million in Transportation for Livable Communities (TLC) funds, and \$3.48 million in Surface Transportation Program (STP) funds. The federal funds were programmed to the Highway 101 Gap Closure Project with the commitment from TAM that the equal amount of Measure A funds would be programmed to other projects in the County that would have otherwise used these federal funds.

- **NTPP** - Concurrent to the abovementioned funds swap, TAM approved the below list of County TE projects that would be receiving Measure A funds, including \$400,000 to City of San Rafael’s Medway/Canal Improvement Project. TAM helped to facilitate a transaction between Marin County and the City of San Rafael to swap \$265,300 in Measure A funds with equal amount in Non-motorized Transportation Pilot Program (NTPP) funds in order to assist Marin County to implement its Bicycle Signing and Striping Project more expeditiously.

F. Compliance Audit Policy

TAM reserves the right at any time to conduct or require a financial or performance audit of the recipient’s compliance with the required usage of Measure A revenue. TAM will give advance notice of the requirement. The recipient shall permit TAM, or any of its duly authorized representatives, to inspect all work, materials, payrolls, and other data and records with regard to the project(s), and to audit the books, records, and accounts of the recipient and its contractors with regard to those project(s).

TAM will commence development on a Compliance Audit Policy in 2009 and implement by FY2010-11.

G. Strategic Plan Amendment Policy

The Strategic Plan is the programming document that directs the use of the transportation sales tax revenue over the next 20 years. The Strategic Plan provides the intent of the Board and resultant assurance to sponsors. While the programming is a statement of intent, the Board must approve individual allocations before the sales tax can be used.

It is envisioned that annual adjustments to the Revenue and Expenditure element of the Strategic Plan will be routinely done to update revenue status, and allow adjustments to programming. These are envisioned to occur at the change of the Fiscal Year in June/July. For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary. If changes in the revenue and expenditure element result in increased use in sales tax over \$250,000, these changes will be noted in the allocations action of the Board, and an amendment to the Strategic Plan's revenue and expenditure element will be approved simultaneously.

An amendment to the strategic plan will be implemented as part of a regularly scheduled Board meeting. Noticing of the amendment will occur as part of the current process for noticing Board meetings. In all cases, the noticing shall comply with the Brown Act. Comments will be accepted at the meeting regarding the amendment. Approval of the amendment will occur at the following Board meeting, allowing time for additional comment. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

For amendment changes \$250,000 and under, the Board will have the authority to program funds from prior year(s) that were not allocated and/or unprogrammed carryover funds without formally amending the Strategic Plan and opening a formal public comment period. All TAM allocation actions will continue to be done at regularly scheduled and noticed TAM board meetings, allowing public comment and input.

III. Revenues & Expenditures

The **Measure A – Transportation Sales Tax 2008 Strategic Plan** provides a 20-year outlook for how the local transportation sales tax will be spent. The 2008 Strategic Plan is particularly important because TAM intends to issue debt in order to meet the accelerated needs of its Strategy 3.1, Major Road projects. A reasonable Strategic Plan will present to the financial community and Authority's stakeholders at large a clear sense of the agency's strategy in managing its revenues and expenditures responsibly and cost effectively. The Revenue and Expenditure Element and the policies guiding it are crucial to that goal. It provides the best available understanding of when revenue will be available and how that revenue will be spent. The Revenue and Expenditure Element is the result of an analysis and modeling of revenue capacity, matched to project costs and project delivery schedules. The resulting assignment of dollars to programs and projects does not constitute a final funding commitment. Commitments are secured through actual allocations actions by the TAM Board to individual projects and programs.

A. Updated Sales Tax Revenue Forecast Assumptions

TAM evaluated and revised its revenue assumptions during the 2008 Strategic Plan update. The budgeted Measure A revenue level for FY2008-09, which is \$20.8 million, was used as the base for future revenue growth. However, the current prolonged economic recession definitely has significant negative impacts on the Measure A revenue collection. After conducting detailed analyses on the sales tax disbursements received as of April 2009, staff is comfortable leaving the current year, FY2008-09, revenue level at \$20.8 million but recommends to reduce FY 2009-10 revenue level to \$20.0 million. Due to the current economic downturn, revenue projects will be maintained at the \$20.0 million level until FY2010-11, and a 3% annual growth rate will be applied thereafter, commensurate with the Bay Area CPI growth.

The original revenue projections in both the Expenditure Plan and the 2006 Strategic Plan assumed that 1.5% of the annual revenues would be levied by the Board of Equalization (BOE) for administration fees. Since monthly sales tax disbursements issued to TAM already account for BOE administration fees, and the disbursements are the basis of TAM's revised revenue estimates, the BOE administration fee category is removed from the expenditure categories. Thus, the entire amount of the annual revenue projections is available for projects and programs.

It is anticipated that sales tax revenue projections will be updated annually as part of the Revenue and Expenditure update process. Actual revenue and expenditure data will be added to the forecast, which, through the effects of compounding, could impact future revenue estimates. Revised economic analyses could suggest that more robust growth forecasts should be applied at that time, or that continuation of conservative forecasts is the more prudent option.

B. Off-the-top Expenditure Assumptions / Debt Capacity

The Expenditure Plan indicates that allocations to strategies and sub-strategies are made after taking "off-the-top" expenses for administration, program management, debt service reserve and up to 10% reserve. The Expenditure Plan assumed a \$30 million bond issue in the first year of the sales tax.

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For purposes of developing the revenue and expenditure plan, it is important to understand how funds are taken “off-the-top” and how the net amount available to strategies and sub-strategies is calculated.

Sales tax revenues are received monthly from the Board of Equalization. From the revenues remitted to TAM, the following off-the-top allocations are made consistent with the Expenditure Plan:

- 1% of sales tax receipts to TAM administration of the sales tax,
- 4% of sales tax receipts to sales tax overall program administration,
- Debt service and financing costs needed for up to \$30 million in debt incurred for the 101 Gap Closure project and other eligible projects,
- 5% of sales tax receipts reserved annually for the first five years of the Strategic Plan.

The remaining revenues are allocated to each sub-strategy according to percentage shares indicated in the Expenditure Plan. The above-mentioned off-the-top expenditures were envisioned at the time the Expenditure Plan was developed and approved. Funding levels programmed to strategies in this Strategic Plan, as well as allocated to strategies in the first year—such as transit and Safe Routes to School— reflect this off-the-top assumption.

As called for in the Expenditure Plan, debt payment is reserved off-the-top in the Strategic Plan to account for some form of debt financing. Specifically, approximately \$2.35 million is taken off-the-top for debt service and debt issuance costs annually, beginning in FY 2005-06. This amount was calculated based on a bond issuance of approximately \$30 million and interest assumptions at the time the Expenditure Plan was developed. Staff will revisit the debt finance assumptions before the issuance of the bond and adjust assumptions and bond reserve needs appropriately. Note that sufficient debt repayment will be maintained to repay a MTC loan repayment (\$12.5 Million for the Hwy 101 Gap Closure) as well as debt issuance that may be needed for the delivery of Major Road projects.

The Highway 101 Gap Closure Project started construction phase in July 2007. A total of \$25 million of Measure A revenue is dedicated to the project. While TAM has been able to use the annual debt reserve of approximately \$2.35 million to satisfy the existing cash flow needs, the project is scheduled for completion in two years. Debt financing was anticipated to meet the cash flow needs of this project. However, to minimize the cost of financing, TAM secured a \$12.5 million loan from MTC in 2007 to meet the immediate cash flow needs of the project. TAM will use annual Measure A debt reserve to repay MTC, on terms and interest rate that are much more favorable when compared to the private market. While the original debt issuance has not come to fruition, the payments to MTC will occur under that same debt reserve structure, until 2015. Further use of the debt reserve will be revisited as TAM approaches that date.

Current schedules for several Major Road Projects indicate that funding needs will exceed revenues collected starting in FY2010-11. Staff will monitor the progress of the projects and present various financing options to the Board for review when financing appears imminent.

C. Revenue and Expenditure Plan

1. Revenue Available for Programming

The ½ cent sales tax forecast for Marin County is the gross revenue available for the Measure A Expenditure Plan. As noted previously, certain “off the top” deductions are made for expenditures required by law as anticipated in the Expenditure Plan.

The Expenditure Plan allows for up to 1% of revenues to be used for administration of the sales tax, dedicated to administrative staff. The Expenditure Plan also allows for 4% of the sales tax to be dedicated for managing the overall sales tax program. The Expenditure Plan assumed a \$30 million bond or some form of debt financing would be serviced “off-the-top” of the sales tax revenues, before distribution to the Expenditure Plan Strategies. Prior debt reserve funds have been used to meet cash flow needs of the Highway 101 Gap Closure Project. Starting June 2009, debt service reserve will be used to repay the \$12.5 million MTC loan and to meet potential debt financing needs for major road projects. Finally, the Expenditure Plan allows for a reserve of up to 10% of the sales tax revenues to be established. After policy discussion by the TAM Board in 2006, a 5% reserve fund was established in the 2006 Strategic Plan, and will be maintained in the 2008 Strategic Plan Update.

After the off-the-top expenditures and reserves are set aside, the amount available for programming to strategies is calculated based on the percentage share of each strategy and sub-strategy in the Expenditure Plan. Measure A sales tax revenue available for programming for each year of the plan period is shown in Attachment 1.

2. Revenue & Expenditure Plan by Strategy/Sub-Strategy

The Expenditure Plan dedicated funding to strategies and sub-strategies by percentage share. The four strategies and associated sub-strategies are progressing at slightly different paces, given the nature of the project or program. Funds were immediately assigned to local bus transit after the passage of the sales tax in November 2004. While the sales tax did not start collection until April 2005, a loan from the County of Marin enabled TAM to make an advance allocation, thereby preventing drastic cuts in local bus transit service. TAM Funds were also made available to bolster the minimum funding available for the Safe Routes to School Program. Finally, funds were made available to allow the soundwall and bike path elements of the Hwy 101 Gap Closure Project to proceed and be included in—but not delay—the Carpool Lane project.

The remainder of the sub-strategies have progressed over the first year of Measure A, gearing up to implementation. Regarding Strategy 1, Transit, as noted above—the service embodied in the operating sub-strategies 1, 2, and 3 continued uninterrupted as the sales tax began collection. Transit capital improvements utilizing Measure A funds are envisioned to start up when the TAM advance for prior-to-first-year operating costs is fully reimbursed within the Strategy. Regarding Strategy 2, the Hwy 101 Carpool Lane—substantial progress in environmental and design work has been made, incorporating the critical features of the multi-use path and the sound-absorbing soundwalls into the highway-widening project. Regarding Strategy 3, Local Infrastructure—an 8-month process through a broadly based

Technical Advisory Committee (TAC) has created a prioritized list of Major Road segments for which further scoping of the projects will be done by the individual jurisdiction responsible for the respective project. Regarding Local Roads, local jurisdictions are awaiting the programming and allocation of the first year of funds for them to be able to proceed on necessary local infrastructure work. Regarding Strategy 4, the Safe Routes to School sub-strategy is fully underway. Much preparatory work has been done over the past year to define the framework of policy and specific sites for the Crossing Guard Program, which will be implemented for the fall 2006 school year. The Safe Pathway capital projects are being identified through the Safe Routes to School Plans. Candidate projects will be evaluated based on the performance criteria included in the Expenditure Plan. Projects will be prioritized and adopted by the TAM Board over the coming year.

The sales tax revenue and expenditures programmed for each strategy and sub-strategy are shown in the Attachments to this Strategic Plan:

Attachment 1 – Sales Tax Revenues and Assignment to Strategies – this table exhibits in tabular format the revenue available by Strategy in each of 20 years of the Strategic Plan.

Attachment 2 – Sales Tax Programming Summary – this table exhibits programming of each Strategy over the 20 years of the Strategic Plan.

Attachment 3-1–Strategy 1: Local Bus Transit System Revenues and Expenditures

Attachment 3-2–Strategy 2: Highway 101 Gap Closure Revenues and Expenditures

Attachment ~~3-3–Strategy 3: Local Transportation Infrastructure Revenues and Expenditures~~

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Attachment 3-4–Strategy 4: School-Related Congestion and Safer Access to Schools Revenues and Expenditures

The tables in Attachments 3-1 through 3-4 provide the basis for which allocations to sub-strategies will be made. For each Strategy, there is a detailed table of planned revenues and programming to those revenues.

Methodology and assumptions for how funds are programmed for each strategy and sub-strategy are described in Section III.D, Programming Methodology and Assumptions for Strategies. Note that many of the aforementioned strategies will require TAM and consultant support staff to manage their direct delivery. For purposes of establishing sales tax availability targets for each sub-strategy, direct project management costs were included as a cost to each strategy. For Strategy 2 project management costs are included in the overall capital cost of the project and may be funded with debt proceeds or with debt reserves in the first two years of the program. For Strategy 3, project management costs are included only for the major infrastructure projects. For all other sub-strategies, direct project management costs are deducted before sales tax revenue availability is calculated by percentage shares for each sub-strategy.

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Note that at the end of each fiscal year, if direct project management costs are not expended as envisioned, the funds are returned to the Strategy and allowed to be claimed by the project or program sponsor in the following year.

3. Fund Leveraging

As discussed previously in this document, as well as in the Expenditure Plan, one of the important principles that guides the implementation of Measure A is the commitment to leverage sales tax revenues to help attract other regional, state and federal funds to transportation needs in Marin County. While the timing and availability of such funds is not always easy to predict, TAM has already proven successful at capturing federal funds largely due to Marin's status as a self-help county. To date, \$21 million in CMAQ and \$19 million in additional STIP funds have been secured for the Highway 101 Gap Closure Project, as well as \$5.9 million in exchange funds. As a result of receiving these funds, the need for bonding has been postponed until at least FY2010-2011, and the total amount of bond funds needed may be reduced.

Measure A funds for transit will assist in leveraging other local funds for the Local Initiatives program introduced in Marin Transit's Short Range Transit Plan by providing matching funds for local transit services. Additionally, new federal rural transit dollars will be matched with Measure A, and several federal, state, and regional transit capital grant programs can be accessed with the availability of Measure A funds.

TAM has utilized Measure A funds dedicated to engineering support for our Safe Routes to School program to develop grant applications for both state and federal Safe Routes programs. Marin has been very successful in securing federal and state grants, in large part due to the efforts of our Safe Routes team in developing grant applications supported by the local jurisdiction, the local neighborhood community, and the local volunteer task forces of parents and school officials who identify and support capital improvements around schools.

TAM staff will continue to work to identify potential funding sources that can likely be captured by leveraging sales tax revenues. TAM will continue to secure additional funding from regional, state and federal sources on an ongoing basis.

D. Programming Methodology & Assumptions for Strategies

1. Strategy 1: Local Bus Transit

Strategy 1 of the Expenditure Plan is to “develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled (paratransit services).” Measure A provides a dedicated source of local funds for public transit which Marin Transit uses to plan and implement services for the County’s residents. The four sub-strategies in the Measure A Expenditure Plan and the share of Measure A revenue for each sub-strategy is as follows:

Sub-strategies	Percentage Share
1.1 Maintain and expand local bus transit service	37%
1.2 Maintain and expand the rural bus transit system	3%
1.3 Maintain and expand transit services and programs for those with special needs – seniors, persons with disabilities, youth, and low-income residents	9%
1.4 Invest in bus transit facilities for a clean and efficient transit system	6%
Total	55%

The Expenditure Plan required Marin Transit to prepare a Short Range Transit Plan (SRTP) every two years through a planning process that includes extensive public input from all areas of the county. Marin Transit embarked on development of a ten-year SRTP in the Spring of 2005. This SRTP was Marin Transit’s first, and was based on extensive data collection and community involvement. The SRTP and supplemental documents provide detailed performance data that address the criteria included in the Expenditure Plan. The TAM Board reviewed and commented on the Draft SRTP at its meetings of January and February 2006. Adoption of the SRTP by the Marin Transit Board occurred on March 20th, 2006. The TAM Board of Commissioners approved the SRTP in May 2006 as part of the Strategic Plan after a 45-day comment period on the draft Strategic Plan.

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¶ **Allocations to Marin Transit¶**
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While the Strategic Plan is updated every two years at a minimum, the Metropolitan Transportation Commission (MTC) requires Marin Transit to update its SRTP once every four years. Marin Transit has requested that they be allowed to submit the required SRTP update to TAM as a draft at the end of Calendar Year 2008. The SRTP update required additional time for the following reasons:

- Marin Transit along with Golden Gate Transit are conducting a comprehensive survey of users of their systems to allow for informed decisions regarding how best to manage the system and any changes to it.
- Marin Transit is conducting the SRTP update in-house, with staff availability ideally in the Fall of 2008. This will reduce the cost of the SRTP update.

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For these reasons, Marin Transit’s SRTP was not incorporated in the 2008 Strategic Plan Update. Marin Transit has, however, updated its SRTP in 2009. This recent Marin Transit

Board-adopted SRTP has been incorporated to this 2009 Strategic Plan Update as an attachment under Appendix 7.

With many of the objectives in the 2006 SRTP implemented, Marin Transit designed the 2009 SRTP to:

- Respond to public input
- Respond to current data and trends
- Reflect to the priorities of Measure A
- Respond to changes in the region and in travel behavior
- Reflect current economic and operational conditions
- Reflect realistic assumptions of revenues and expenditures updated annually

The 2009 SRTP shows that Marin Transit provides three types of local fixed route services:

- Large Bus Fixed Route – As of September 2008, this consists of 12 regular routes and 12 supplemental school routes. The 12 regular routes carry around 89% of the riders using the Marin Transit system. Supplemental school routes are designed to provide additional capacity to meet student demand on school days. These routes are all operated under a 10 year contract awarded by Marin Transit to Golden Gate Transit (a 10 year contract that expires in 2017). Marin Transit was able to negotiate an hourly rate for local transit service from the current rate of \$110.69 to \$104.02 effective January 1, 2008. This category will expand in 2009 to include the Muir Woods Shuttle when Marin Transit, in partnership with the National Park Service, assumes operation from the County of.

- Shuttle Service – This consists of three small shuttle bus routes which provide limited service in San Rafael/Santa Venetia, Terra Linda/Marinwood and Larkspur/Corte Madera. The shuttle routes are operated under contract for Marin Transit by Marin Airporter (a three year contract that expires 6/31/09).

- Rural Service – Branded as the West Marin Stagecoach, this service consists of three routes providing weekday and weekend service. This service is operated by MV Transportation under contract to Marin Transit (a five year contract that expires 6/30/2011). The Muir Beach dial-a-ride was added to rural service in March 2008.

Marin Transit also provide special needs service, which is curb-to-curb service offered to individuals who are unable to use fixed route transit services due to disability. Two primary types of special needs service are offered in Marin County:

- Whistlestop Wheels, under contract to Marin Transit, provides local and regional (on behalf of Golden Gate Transit) paratransit by offering door-to-door service to individuals who meet the eligibility requirements for service under the Americans with Disabilities Act (ADA). Whistlestop provides both the services mandated by the ADA and additional service outside of the ADA required service area.

- EZ Rider, also provided under contract to Marin Transit by Whistlestop Wheels, provides a flexible route and demand responsive service, primarily targeted to seniors and persons with disabilities riding within Novato.

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<#>Fills a gap in the bus transit network
<#>Meets productivity standards based on passengers per hour
<#>Meets cost effectiveness standards based on subsidy per trip
<#>Relieves congestion as measured in total ridership
<#>Provides seamless connectio... [10]

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In addition to services provided, the SRTP noted that Marin Transit’s capital plan includes:

- Purchasing 7 hybrid electric 35ft vehicles
- Apply for grants to own all Stage and Community Shuttle vehicles to lower operating costs
- Ongoing projects to develop safe and convenient transfers in Novato and Marin City
- Partner with cities and County to improve bus stops
- Modernize communications, vehicle tracking, data management and fare collection systems

The SRTP will continue to provide the foundation for the Strategy 1 revenues and expenditures in the Strategic Plan. The SRTP includes the maximum amount of Measure A funds available for the ten-year period, based on the forecasted sales tax availability by sub-strategy.

2. Strategy 2: US 101 HOV Gap Closure

Strategy 2 of the Expenditure Plan will “fully fund and ensure the accelerated completion of the Highway 101 carpool lane gap closure project through San Rafael.” Eligible uses of funds identified in the Expenditure Plan include completion of final construction segments through Central San Rafael and Puerto Suello Hill; noise reduction strategies to improve quality of life in adjacent neighborhoods; aesthetic and landscaping improvements; and completion of the north-south bicycle way through Puerto Suello Hill to improve bicycle safety. Note that while the other Strategies under Measure A receive a percentage share of funding under the Expenditure Plan, the Strategy 2 funding for the Gap Closure is capped at \$25 Million total. Any excess funds, of which there is likely to be none, are designated for usage under Strategy 1- transit.

In FY 2005-06, Measure A funds began to be utilized for the development of the Gap Closure’s Puerto Suello Hill bike/pedestrian path and sound-absorbing soundwall features. At this time, no Measure A funds had been utilized for the Gap Closure Segment 3 project through central San Rafael and including the 580 connector reconstruction, which began construction the Spring of 2006, except for construction oversight by TAM necessary on the project. Throughout FY 2005-06 and into FY 2006-07, TAM developed the multi-use path over Puerto Suello Hill and the sound-absorbing soundwall system, for incorporation into Caltrans’ carpool lane project. This last phase of major construction began in June 2007, and includes the path and soundwall construction. The facilities are scheduled to be completed by late 2008/ early 2009.

In December 2005, the TAM Board approved two “fund swaps” for reducing the amount of debt that will need to be entered into to fund the Highway 101 carpool lane. These “fund swaps” entailed the assignment of federal funds available to Marin County for other projects in exchange for Measure funds. The federal funds will be available in Summer 2006, when the last phase of the Highway 101 carpool lane goes to bid, with payback in Measure funds over a three year period starting in FY 2006-07. The total amount of swapped funds, \$2.432 million in Transportation Enhancement or “TE” funds, as well as \$3.48 million in Surface Transportation Program, or “STP” funds have been replaced by Measure funds and are identified in the programming summary for Strategy 2, Attachment 3.2. In October 2007, the

Deleted: Local Initiative Service is a way to serve low density areas that currently do not generate sufficient ridership to meet Marin Transit’s productivity standards. Local Initiative Service is also a way to pilot new routes and to test new service markets. Marin Transit will be responsible for implementing selected projects. Applicants may be responsible to provide a minimum of 50% matching funds to pay for operation costs. Eligible projects include fixed route shuttles, deviated fixed route shuttles or dial-a-ride services that would operate within Marin County. The intent of the local initiative services is to focus on service unique to the market segments, such as special services to seniors, circulation in a limited geographic area, evening or owl service, or service designed to penetrate neighborhoods in a way that conventional transit cannot productively serve. The Local Initiative Service concept is under consideration and may be implemented by Marin Transit in the near future. ¶

¶ Marin Transit provides local transit service through a contract with the Golden Gate Transit. On December 17, 2007, the Marin Transit Board approved an amendment to its existing contract with Golden Gate Transit that extended terms of the contract for a total of 10 years beginning January 1, 2008. Marin Transit was able to negotiate an hourly rate for local transit service from the current rate of \$110.69 to \$104.02 effective January 1, 2008.¶

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TAM Board approved another agreement with MTC to exchange \$12.5 million in CMAQ funds for future Measure A funds. MTC agreed to provide the entire amount of CMAQ funds in FY 2008-09 while TAM will repay MTC with Measure A funds over seven years. In 2008, the TAM Board approved committing \$1.5 million in TDA Article 3 funds to the project in order to fulfill TAM's financial commitments to the State.

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All programmed Measure A funds have been allocated to the US 101 HOV Gap Closure project by the TAM Board, with most of the funds directly funding capital construction through a Cooperative Agreement entered into with Caltrans. The funds will be depleted in 2009 with the completion of the final segment of the Project, the Puerto Suello Hill Project.

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3. Strategy 3: Local Transportation Infrastructure

Strategy 3 of the Expenditure Plan addresses the need to “maintain, improve, and manage Marin County’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways.” Eligible uses of funds identified in the Expenditure Plan include a variety of roadway, bikeway, sidewalk and pathway improvements:

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- Pavement and drainage maintenance;
- Signalization and channelization;
- Transit and traffic flow improvements;
- Transportation Systems Management and Demand Management;
- Improvements to reduce response times for emergency vehicles;
- Bike path construction and maintenance;
- Sidewalk and crosswalk construction and maintenance

The two sub-strategies in the Measure A Expenditure Plan and the share of Measure A revenue for each sub-strategy is as follows:

Sub-strategies	Percentage Share
3.1 Major Roads and Related Infrastructure	13.25%
3.2 Local Roads for all Modes	13.25%
Total	26.5%

3.1 Major Roads and Related Infrastructure

The Expenditure Plan describes the Major Road and Related Infrastructure sub-strategy as targeting “the most heavily traveled and significant roads and related infrastructure in Marin County.” These are roads of countywide significance that may cross jurisdictional boundaries. Included in the Expenditure Plan is a list of roadways that were identified as “priority candidates” for funding under this sub-strategy (see Appendix 1.a).

Funds are allocated to the five County planning areas based on a formula weighted 50% by the population of the planning area and 50% by the number of road miles within the limits of the planning areas. This distribution will be balanced every six years to address changes in population and road mile figures (see Appendix 1.b for current distribution).

The Expenditure Plan assigned the responsibility for establishing the priorities for Major Roads projects to the Public Works Directors of each city, town, and the county working together with a Technical Advisory Committee (TAC). Through a process that was conducted over a 10 months period in FY 2005-06, the Public Works Directors and the TAC made recommendations to TAM regarding the anticipated distribution of Measure A funds under this sub-strategy. The prioritization process was based on the following performance criteria identified in the Expenditure Plan:

- Condition of roadway
- Average daily traffic
- Transit frequency
- Bicycle and pedestrian activity
- School access
- Accident history
- Opportunities for matching funds
- Geographic equity

As an initial exercise in implementing the Major Infrastructure sub-strategy, the Public Works Directors and the TAC reviewed the performance criteria listed in the Expenditure Plan and developed criteria descriptions and weighting criteria for evaluation of the roadway segments. The criteria definitions they developed are listed below:

- **Condition of roadway:** The Pavement Condition Index (PCI), a common standard of measure for roadways, was used to evaluate the roadway condition. The PCI is a numerical rating of the pavement condition that ranges from 0 to 100, with 0 being the worst possible condition and 100 being the best possible condition
- **Average daily traffic:** The Average Daily Traffic (ADT) is another industry standard, consisting of the total traffic volume on a roadway during a given period (from 1 to 365 days) divided by the number of days in that period.
- **Transit frequency:** Transit frequency is a measure of availability of fixed route public transit to the public. As an objective measure, the calculation of average daily bus seat trips was used as a performance measure.
- **Bicycle and pedestrian activity:** Bicycle and pedestrian activity was assessed by determining if the roadway includes an existing pedestrian facility and/or bicycle facility or if a pedestrian and/or bicycle facility is planned in the community's adopted Bicycle Master Plan.
- **School access:** School access was determined by the number of designated school zones included in the roadway segment.
- **Accident history:** Accident history was evaluated by calculating the number of accidents for a certain volume of traffic.

- **Opportunities for matching funds:** This performance criterion was evaluated by determining whether matching funds were available for the project. By obtaining matching funds, a project could be implemented with fewer Marin County tax dollars, freeing those dollars to be used on other projects.
- **Geographic equity:** The available funding based on the Expenditure Plan allocation formula determined the prioritization for this performance criterion. Further refinements to the geographic equity criterion will be achieved by examining the distribution of projects within each planning area.

The Public Works Directors reviewed the roadways identified in the Expenditure Plan and developed logical roadway segments limits based on local knowledge of the route within each of the planning areas. They also developed proposed weighting criteria for the performance measures listed above. These weighting criteria were reviewed and refined by the TAC. The Public Works Directors and the TAC agreed that consideration of the opportunities for matching funds and the geographic equity performance criterion would be excluded from the initial selection of projects, but would be used in a second phase of the evaluation process.

The Public Works Directors completed a matrix that incorporated data for the performance criteria for evaluation using their preferred performance criteria weighting system. Based on this evaluation, the Public Works Directors then developed a preliminary list of priority segments, using a weighted system that reflected the importance of pavement and traffic as performance criteria.

In a concurrent effort, the TAC evaluated the roadway segments using a weighted system that reflected a more multi-modal consideration of the performance criteria, with greater weighting for transit frequency and bicycle and pedestrian activity (see Appendix 1.c, Project Prioritization Criteria for Major Roads). Although two distinct weighting systems were used, the Public Works Directors and the TAC evaluations resulted in the same priority ranking for the high ranking roadway segments. This information was presented to the TAM Board of Commissioners on March 30, 2006.

Project sponsors for the priority segments were identified and agreed to by the Public Works Directors. Project sponsors were requested to develop project scopes for their segments, as follows:

- **Northern Marin**
City of Novato – Novato Blvd between Diablo Avenue and San Marin Drive.
- **Central Marin**
City of San Rafael – 4th Street between Red Hill Avenue and Grand Avenue.
- **Ross Valley**
County of Marin – Sir Francis Drake Blvd between US 101 and Wolfe Grade and between Wolfe Grade and the Ross City limit. (note: these two segments tied in their scoring, so the County will come back with a proposal as to which goes first).

- **Southern Marin**
City of Mill Valley – Miller Avenue between Camino Alto and Throckmorton Avenue.
- **Western Marin**
County of Marin – Sir Francis Drake Blvd between Samuel P. Taylor and the Platform Bridge.

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It was recommended by the Public Works Directors and agreed to by the TAC that the detailed scoping of the project will occur at the local level by the project sponsor. The draft scope will be brought back to the TAC for review. The approval of the scope will occur at a publicly noticed meeting of the local sponsor legislative body. TAM will post public notices regarding these projects as well as available project information on the TAM website. TAM will receive a final scoping recommendation from the local jurisdiction.

The TAC will receive regular updates to the projects as they progress through their various phases of development. Furthermore, the TAM Board receives updates as sponsors request Measure A allocations. Since the Strategic Plan policies dictate that sponsors can only receive Measure A funds for the current phase of a project, the TAM Board is ensured to be kept abreast of a project's progress when funding requests are presented to for funding consideration.

Since inception, Measure A allocations were made to the following Major Roads projects:

- **Northern Marin**
Novato Boulevard – Estimated funding for the environmental document, PS&E and right of way acquisition was programmed to begin in FY 2007-08.
- **Central Marin**
4th Street, San Rafael – Construction funds were allocated in FY 2007-08.
- **Ross Valley**
Sir Francis Drake Boulevard between US 101 and Ross city limits – Estimated funding for the environmental document and PS&E are programmed to begin in FY 2010-11
- **Southern Marin**
Miller Avenue, Mill Valley – Funding for preliminary engineering began in FY 2006-07. Estimated funding for the environmental document and PS&E are programmed in FY 2008-09. Funding for right of way acquisition and construction are programmed to begin in FY 2009-10 and FY 2010-11 respectively.
- **Western Marin**

Sir Francis Drake Blvd from Samuel P. Taylor Park to the Platform Bridge – Funds for the environmental document and PS&E were allocated in FY 2006-07. Design is scheduled for FY 2008-09 with construction commencing in FY 2009-2010.

Final programming of the capital portion of the projects will take place and allocations of funds considered by the TAM Board once the project scope is defined and environmental activity and design are substantially complete. For that reason, remaining capital funds are listed as a lump sum in the Strategic Plan by year, less the expenditures described above.

It will be impossible to guarantee the programming and allocation of funds for all of the Major Infrastructure segments in the years they are needed, without debt financing or some or type of loan strategy to allow the projects to proceed. Under the current revenue estimate for the sales tax, approximately \$4 million is available annually for the Major Infrastructure projects. With most projects taking 4 to 5 years on average to complete scoping, environmental decision, and design, then in FY 2010-11, projects in all of the planning areas will be ready for construction. There are not sufficient funds available for all projects to proceed simultaneously, without debt financing or other loan provisions.

With the exception of the Central planning area and possibly the Southern planning area, it should be noted that the current revenue assumptions only support funding the first prioritized projects in each planning area based on the current cost estimates for each project. Based on the current cost estimates for the first priority project in the Central planning area, Measure A funds would also be available for the second priority project.

Based on the costs and schedules on key major road projects shown in Attachment 3-3, the need to issue debt to ensure project delivery is anticipated in FY 2010-11. Protocols have been established to issue debt and a team has been assembled to facilitate any transactions, including a financial advisor, a bond counsel and a disclosure counsel. Given that the costs to issue debt are significant and will lessen the overall Measure A revenues for other projects, it is the policy of the Strategic Plan to require a project sponsor's board to adopt a project scope, cost, and schedule, and submit that information formally to TAM at least six months prior to anticipated debt issuance to ensure TAM that these projects are ready for delivery as scheduled and the costs are reliable.

3.2 Local Infrastructure for All Modes

The Expenditure Plan recognized that each jurisdiction has unique needs and that local priorities are best identified at the local level. Because of this, Local Roads funds are distributed on a programmatic basis. Funds are allocated to local agencies based on a formula weighted 50% by the population of the local agency's jurisdiction and 50% by the number of lane miles within the limits of that agency's jurisdiction. This formula is updated on a biennial basis to address changes in population and road mile figures (see Appendix 2 for current distribution).

The formula in the 2008 SPU was updated with the most current population data from the California Department of Finance and lane miles from MTC. In 2006, the data used to calculate road miles was taken from Caltrans' Maintained Public Road Mileage Report,

which calculated the centerline road miles for each jurisdiction. The 2008 SPU is using MTC's Pavement Condition Index (PCI) for Bay Area Jurisdiction that measures lane miles for each road in a jurisdiction. The measurement of lane miles is a more accurate representation of each jurisdiction's maintenance responsibilities. The difference in the amount of Measure A funds distributed using either sets of data is nominal for most jurisdictions. Given that the data used to calculate MTC's PCI originated from the Public Works Directors, the Public Works Directors presented no notable objections when they were informed that the 2008 SPU will be using data from MTC's PCI for road mileage calculation in Strategy 3.2.

Local Infrastructure funds can be used for any eligible local transportation need identified by the jurisdiction's Public Works Director and approved by the respective governing board. As defined by the Expenditure Plan, eligible projects include street and road projects, local transit projects, and bicycle and pedestrian projects. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with a related roadway improvement. This could include safety improvements, pedestrian facilities including disabled access, or bicycle facilities such as bike lanes or signage.

The TAM Board made its first allocation to local cities, towns and Marin County in July 2006, allocating funds available immediately as they had been accumulated over FY 2005-06, following the adoption of the Strategic Plan (as shown in Attachment 3-3). Since inception, the TAM Board has made annual allocations at the beginning of each fiscal year.

To continually receive funds from TAM for Local Infrastructure needs, the local city/town and the county are required to submit a report at the end of each fiscal year outlining what the funds were spent on. The purpose of these reports is to have ongoing documentation showing that this element of Measure A funds was spent on eligible activity in accordance with the Expenditure Plan. It is up to each jurisdiction to decide what to spend the funds on, in accordance with the Measure Expenditure Plan. Reports are collected annually and posted on the TAM Website, in order for broad viewing of what our local transportation sales tax funds are being spent on.

4. Strategy 4: School Related Congestion and Safer Access to Schools

The Expenditure Plan identifies school-related trips as a "significant component of traffic congestion" in Marin, accounting for over 21% of all trips in the morning peak period. Consequently, Strategy 4 is intended "to make a significant improvement in local congestion while encouraging safe and healthy behavior" in the County's young people.

Strategy 4 is comprised of three sub-strategies designed to complement each other with the overall objective of providing safer access to Marin schools. These sub-strategies include an educational/planning component and a capital improvement element, sub-strategies 4.1 and 4.3, respectively. Sub-strategy 4.2 represents an investment of Measure A funds in crossing guards.

The three sub-strategies in the Measure A Transportation Sales Tax Expenditure Plan and the share of revenue for each sub-strategy are as follows:

Sub-strategies	Percentage Share
4.1 Safe Routes to Schools	3.3%
4.2 Crossing Guards	4.2%
4.3 Safe Pathways to School	3.5%
Total	11.0%

4.1 Safe Routes to Schools

The Expenditure Plan describes Safe Routes to Schools (SR2S) as a “proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people.” Sub-strategy 4.1 provides an on-going, long-term revenue source for the Safe Routes to School program that began in 2000 as a partnership between local parents and bicycle and pedestrian advocates. The program’s mission was—and continues to be—to relieve congestion around schools by promoting alternatives to students being driven alone. In doing this, the program seeks to improve safety, create a healthy lifestyle for children and enhance the sense of community in their neighborhoods. Over the last several years, the Safe Routes program has expanded to include over 50 schools throughout the County. The program includes classroom education, special events, and safe routes development, mapping and engineering assistance. Structure is provided through the development of “Safe Routes Concept Plans,” which map out future improvements and determine the use of funds used in sub-strategy 4.3, “Safe Pathways.”

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The success of the Marin County program is based largely on the broad based involvement of parents, teachers, local public works officials, engineers, school administrators and local elected officials, all working together with program staff to ensure that the program is successful over the long term.

TAM became sponsor and lead agency for the Safe Routes to School program in June 2005 and awarded a three-year contract to administer SR2S services. A new three-year contract for providing services was initiated at the beginning of FY 2008-09.

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The SR2S contractor implements SR2S programs at schools currently participating and recruits additional eligible schools in the County. The contractor also develops Safe Routes to School Travel Plans for participating schools. The Travel Plan development process is a mechanism for adding school staff, community, and parent input to the Safe Pathways to School program. The plans provide recommendations for safety and capital improvements and recommend encouragement programs aimed at changing unsafe travel behavior. The SR2S work scope addresses concerns of the TAM Board regarding consultant accountability requiring performance measures and benchmarks to determine the success of the program over time.

To translate these requirements, the SR2S contractor has included performance measures targeted at reduction of automobile trips, and resulting improvement in air quality. Since the inception of the program at TAM, the TAM Board has directed a broader focus on performance measures and benchmarks. In response, the Contractor has developed two types of measures:

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1. Program level includes measures such as the number of participating schools added each year, number of new Safe Routes to School Concept Plans and Travel Plans developed, number of students per school, number of volunteers participating in the program, the continuation rate for existing schools and response time for inquiries.
2. Individual school level programs that focus on mode shift and mode maintenance goals for non-auto modes. These goals may vary by school due to individual circumstances such as catchment area, terrain and availability of bike/pedestrian/bus facilities.

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The SR2S contract requires that the consultant provide a program evaluation to the TAM Board every two years. This requirement will remain in the contract renewal. In addition, the SR2S program is reviewed by the TAC.

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TAM also launched its Street Smarts Marin program in August 2008, to coincide with the start of the school year. Street Smarts is a public education campaign designed to promote behavior change by drivers, pedestrians, and bicyclists. Through education and focused community outreach, the program aims to raise awareness, influence attitudes and change behaviors such as speeding, running red lights, jaywalking, and bicycling infractions.

Three communities—Corte Madera, Larkspur and Mill Valley—stepped up to pilot-test the Street Smarts program. TAM retained a program coordinator and formed a Street Smarts Committee comprised of city managers, public works officials, planning staff and police department representatives from all three cities. The committee identified and targeted the “Top 5” traffic-safety issues in each community.

The Street Smarts campaign launched with a series of banners and signs aimed at “hot spots” in the pilot communities. As part of the educational outreach, Street Smarts safety education brochures went home to 7,000 families of school children during the first weeks of school, in backpack mail or electronically. All K-12 public and private schools in the pilot communities partnered in the program by posting banners, sending announcements and providing other educational outreach.

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The pilot program was assessed by TAM and the three pilot communities to guide future implementation throughout Marin County on a jurisdictional basis. Comments from citizens, city staff and council members were overwhelmingly positive. The signs were viewed as attractive and effective. Many residents requested signs for their neighborhoods.

The program will be deployed in the pilot communities again this summer, along with a larger rollout in the 2009-10 school-year that will include Tiburon and Belvedere and the Ross Valley communities of Ross, San Anselmo, and Fairfax.

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Street Smarts gets people thinking, but the true goal is to educate communities to change their attitudes and behaviors, making Marin County streets safer and friendlier for everyone who uses them. To that aim, TAM will be introducing additional neighborhood and school safety education programs. Go to StreetSmartsMarin.org to see more information, including examples of the materials used in the campaign.

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4.2 Crossing Guards

The Expenditure Plan provides for establishment of crossing guards at up to 70 intersections throughout the county and tasks local Public Works Directors and the TAC with their prioritization. In the first year of the program, the 2006-07 school year, funding was approved by the TAM Board which included a ten percent (10%) contingency resulting in guards at 54 Measure A funded locations. The 54 locations were maintained for the 2007-08 school year. In addition to the 54 regular school year locations, 19 locations were also funded during the 2007 summer school session. In accordance with the Expenditure Plan, the crossing guards are provided by a professional company that specializes in crossing guard programs in order to “eliminate liability concerns and to ensure that well trained crossing guards with back-ups are available for every critical intersection.”

TAM provided crossing guards at 63 locations for the 2009/2009 school year. Selection of crossing guard locations is based on responses to a crossing guard survey sent to local schools. To these locations, the TAC and Public Works Directors apply standard criteria (see Appendix 3.a) generally used by communities in California to determine if a crossing guard would be warranted and cost effective, namely pedestrian counts and traffic data.

Once a guard is in place at an approved location, the commitment is for a three-year minimum. If the location of the crossing guard is provisional (i.e. part of a pilot program), there will be periodic monitoring of the site. There are two types of “pilot” locations: 1) a location that satisfies a set of criteria “relaxed” from the qualifying criteria; and 2) a location at which “other factors” exist that warrant a crossing guard, typically called out by local city/town/county traffic engineers or public works directors. The extent to which the qualifying criteria are relaxed is based on identifying a number of locations equal to the number of locations approved for funding, i.e. 60, less the number of locations that meet the qualifying criteria and the number of locations approved based on “other factors.” The locations requested based on “other factors” will be reviewed by the MPWA and the TAC before they are funded.

The Crossing Guard program is to be assessed by the TAC, through a public process involving parents, school officials and students throughout the County. Crossing guard program locations will undergo a re-certification process on a three to six year cycle. The process will be conducted with the Public Works Directors and TAC determining priority of crossing guard locations based on updated traffic and school pedestrian data

Programming of the Crossing Guard sub-strategy was made at the maximum level of revenue available annually for this sub-strategy, beginning in FY 2006-07. With revenue and expenditures perhaps varying over time, adjustments will be made in updates of the Strategic Plan.

4.3 Safe Pathways

The Expenditure Plan closely links sub-strategies 4.3 and 4.1. As the capital improvement element of the Safe Routes to School program, Safe Pathways is integral to the success of the overall strategy. The sub-strategy provides funds to design and

Deleted: In 2007, a one year renewal of the current contract was augmented, allowable under the contract language. This was accompanied by Strategy 4 carryover revenue from previous years which enabled the extended contract to include coordination of expanded “school pool” and “Street Smarts” programs. These programs will be maintained in the contract renewal for FY 2008-09, albeit at a funding level that returns to Measure A forecast revenue. These revenue levels are expected to apply for the duration of the agreement and are programmed in the Strategic Plan (as shown in Attachment 3-4). A modest cost of living adjustment is included in FY 2008-09.

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Deleted: The 19 locations have also been approved for the 2008 summer school session.

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Deleted: staff is looking at options for adding additional guards at six (6) locations at some time in the upcoming 2008 school year

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Deleted: . They evaluated existing as well as new locations recommended by the schools. The MPWA and TAC also reviewed school pedestrian and vehicle count data for each of the requested locations identified in the school crossing guard survey (see Appendix 3.b, Summary Data, Crossing Guard Survey and Appendix 3.c Crossing Guard Requests (Phase 1 and 2)). Similar standards and selection processes will be used to identify the six additional locations for the 2008-09 school year.

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construct projects identified through implementation of the Safe Routes Plans developed under sub-strategy 4.1, the Safe Routes program. As defined in the Expenditure Plan, typical projects might include the construction of pathways, sidewalk improvements, or traffic safety devices. Key to the success of Safe Pathways projects is the opportunity to leverage other fund sources and the ability to incorporate Safe Pathways elements into larger infrastructure projects.

The Expenditure Plan states that eligible Safe Pathways projects will be selected based on performance criteria that focus on improving safety throughout the County. All projects will come from approved Safe Routes plans.

Approved Safe Routes plans are developed in a cooperative effort of schools' Safe Routes to Schools teams, which include school officials and staff, parents and children local elected officials and representatives of public works departments of local jurisdictions and at times, neighborhood representatives. A primary element in development of the plans is the "walkabout" where the team identifies on-site, the routes to the school and areas for safety improvement. Plans resulting from this reconnaissance are reviewed by the local jurisdictions' public works department. This thorough review means that the final approved concept reflects support of parents, school officials and local jurisdictions.

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For the first round of Safe Pathways funding, TAM issued a Call for Projects in May 2007. The call required schools and public work departments to submit only projects covered by plans. Most cities and towns in the county and the County itself meet this criterion. After a rigorous selection process governed by criteria established in the Measure A Expenditure Plan, TAM staff recommendations were also reviewed by the Marin Public Works Association (MPWA) and the TAC. The Expenditure Plan's performance criteria encourage a candidate project to:

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- Relieve an identified safety or congestion problem along a major school route
- Complete a "gap" in the bicycle and pedestrian system along a major school route
- Maximize daily uses by students and others
- Attract matching funds
- Respect geographic equity

Similar to the Major Roads sub-strategy, the MPWA and TAC refine the definitions of the performance criteria and develop a project evaluation program. Based on the evaluation of projects, the TAC recommends projects to the TAM Board for inclusion in future updates to the Revenue and Expenditure element of the Strategic Plan.

Safe Pathway projects are also coordinated with other projects being funded by Measure A funds, federal funds or gas tax subventions from the state (i.e., Prop 42).

Recommended programming in the Strategic Plan will coincide with the funding levels available each year for this sub-strategy. In September 2007, the TAM Board awarded Safe Pathways funding of \$1.766 million to 12 projects in 7 cities and towns, the county and a school district. The projects selected in FY 2007-08 for funding are listed in

Appendix 3d-iv. Based on projected revenue, a second call for Safe Pathways projects will be issued in the 2009-10 fiscal year.

IV. Implementation Guidelines

Before Measure A Transportation Sales Tax funds can be spent on a project or program, the sponsoring agency will need to request an allocation of funds and execute a funding agreement with TAM. In general, the funding agreement will describe the project/program scope, the anticipated schedule, and an estimated cash flow of Measure A funds. The agreement will also specify the responsibilities of both TAM and the project sponsor, as described in this section. The TAM Executive Director shall have the authority to execute such funding agreements on behalf of the TAM Board of Commissioners.

A. Claimant Policies

The following claimant policies provide a framework for the funding agreements that will be developed for the allocation of Measure A funds. These policies clarify TAM's expectations of sponsors to deliver their projects and have been designed to support the Implementation Guidelines provided in the Expenditure Plan and the Strategic Plan Guiding Principles discussed in Section I.C.

1. Eligibility for Funding

- Project types and sponsors are to be as identified in the Marin County Transportation Sales Tax Expenditure Plan.
- The addition of new project types and/or sponsors can only be accomplished through an Expenditure Plan amendment.
- Projects are to be consistent, as applicable, with regional and state plans, such as Marin Transit's SRTP, Marin County's Congestion Management Plan, and the Metropolitan Transportation Commission's (MTC's) regional Transportation Improvement Plan (including Air Quality Conformity).

2. Application Process

- There are two paths for the allocation of funds:
 1. Programmatic funding, such as Strategy 3.2, Local Roads for all modes.
 2. Project specific funding, such as Strategy 3.1, Major Roads projects.
- Allocations for programmatic funding will be on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation.
- For an allocation of project specific Measure A funds, project sponsors will need to submit a complete application package (See Appendix 4.a), consisting of the following information:
 1. Identification of Lead Sponsor

2. Inclusion in local and/or regional plans (as required)
3. Status of environmental review (as required)
4. Notice of impediments to project or program
5. Scope of Work / Description of Service
6. Adherence to Performance Measures (as required)
7. Delivery Schedule (by Phase)
8. Funding Plan
 - ✓ Cost and funding for each phase of the project, including the status on non-Measure A funds on whether these funds have been secured or have expiring deadlines
 - ✓ Cash flow needed on Measure A funds
 - ✓ Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure A funds by TAM will be reviewed for the following:
 1. Consistency with the Strategic Plan [Program of Projects]
 2. Completeness of the application via the Allocation Request Form (See Appendix 4.c) and consistency with Strategic Plan requirements.
- All allocations of Measure A funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
- Programmatic funding will be approved annually and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e. environmental, design, construction).
- All agreements will document the following (See Appendix 4.b):
 1. Scope of Work
 2. Project Schedule
 3. Funding Plan
 4. Adherence to Performance Measures (if applicable)
 5. Reporting requirements
 6. Acceptance of TAM's Claimant Policies
- Funding agreements shall be executed by resolution of the sponsor's governing board.
- Prior to the disbursement of funds, a project must have:
 1. an approved allocation resolution from the TAM Board
 2. an executed funding agreement between the sponsoring agency and TAM.
- The standard method of payment will be through reimbursement, with the exception of Local Roads program funds, which are distributed on a formula basis.
- Project advances will require approval from the TAM Board.
- Funds may be accumulated by TAM or by recipient agencies over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan.
- Timely use of funds requirement will be specified in each agreement.

- Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than on a monthly basis.
- Measure A funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
- Other fund sources committed to the project or program will be used in conjunction with Measure A funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure A funds. Otherwise, Measure A funds will be drawn down at a rate proportional to the Measure A share of the total funds programmed to that project phase or program.
- After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
- Measure A funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
- Measure A allocations for right-of-way and construction will be contingent on a completed environment document.

4. Monitoring and Reporting Requirements

- Recipients of Measure A funds will be required to submit status reports per the provisions of the funding agreement.
- The report will provide information on compliance to established performance measures.
- Audit requirements will be specified in the agreement.

5. Eligible and Ineligible Costs

- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Public Utilities Code Section 180000 et seq.
- Eligible phases are as follows:
 1. Planning / Conceptual Engineering
 2. Preliminary Engineering / Environmental Studies
 3. Design Engineering (PS&E)
 4. Right of Way Support / Acquisition
 5. Construction
- Eligible project sponsor costs include the following:
 1. Direct staff time (salary and benefits)
 2. Consultants selected through a competitive selection process
 3. Right of way acquisition costs
 4. Competitively bid construction contracts
- TAM oversight costs are eligible costs.
- Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
- Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to Board approval of the Measure A allocation for a particular project or

program. TAM will not reimburse expenses incurred prior to fully executing a funding Agreement.

6. Other

- Project sponsor will provide signage at construction sites for projects funded partially or wholly by Measure A sales tax revenue so that the Marin County taxpayers are informed as to how funds are being used.
- Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.

V. Conclusion

The Measure A – Transportation Sales Tax 2008 Strategic Plan Update is a comprehensive document guiding the allocation of sales tax revenue over 20 years. With comprehensive policies and procedures corresponding to principles outlined in the Expenditure Plan approved by voters, this guiding document will provide the necessary assurance to project and program sponsors, as well as the banking community, that TAM is managing its sales tax funds well.

The public was notified—via U.S. mail and a notice on the TAM website homepage (www.tam.ca.gov)—that the 2009 Draft Strategic Plan Update will be circulated for comment from May 11, 2009 to June 25, 2009. Copies of the document will be available electronically on the TAM website, and CDs and hard copies will be available at the TAM's office at 750 Lindero Street, Suite 200; San Rafael, CA 94901. A public hearing will be held on June 25, immediately prior to the regular meeting of the TAM Board of Commissioners. The TAM Board of Commissioners is scheduled to approve the final 2009 Strategic Plan Update at their regular meeting on June 25, on the condition that no public comments will be received by June 25th. A list of comments received on the Draft, responses to those comments, and any associated changes made to the document will be included.

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staff is confident in adjusting the revenue estimate from \$19.8 million to \$20.8 million

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In November 2004, TAM approved Measure A allocations to Marin Transit for the period from November 1, 2004 to June 30, 2006 in the following amounts:

Allocations to Marin Transit (\$ thousands)		
Sub-strategies	November 1, 2004 – June 30, 2005	July 1, 2005 – June 30, 2006
1.1 Maintain and expand local bus transit service	\$2,755	\$4,360
1.2 Maintain and expand the rural bus transit system	92	172
1.3 Maintain and expand transit services and programs for those with special needs	615	1,365
1.4 Invest in bus transit facilities for a clean and efficient transit system	0	0
Total	\$3,462	\$5,897

As the sales tax did not begin collections until April 1, 2005, and disbursements from the Board of Equalization lag collections by approximately two months, TAM did not have Measure A sales tax revenue to meet the cash flow requirements of the Marin Transit allocation. TAM borrowed \$3.5 million from the County in the form of a dry period loan. A dry period loan is made available to departments and special districts within the County when revenues are anticipated to be available during the fiscal year but not in the time period needed.

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SRTP specifies investments based on the following performance criteria:

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SRTP and its accompanying service plan have been built on the existing transit service and proposed two substantial changes to the way local transit service is currently provided. The new service plan implemented the use of smaller vehicles on some routes, matching vehicle size to demand and lowering the operating costs on these routes. The addition of local initiative partnership service is the second change to the way service is provided. These are jointly funded services to provide desired transit service that could not meet Marin Transit's minimum standard for productivity.

Transportation Authority of Marin
Attachment 1: Sales Tax Revenues and Assignment to Strategies

	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Measure A Sales Tax Revenue	\$ 477,089,057	3,793,461	20,062,713	23,068,785	22,427,786	20,800,000	20,000,000	20,000,000	20,600,000	21,218,000	21,854,540	22,510,176	23,185,481	23,881,046	24,597,477	25,335,402	26,095,464	26,878,328	27,684,677	28,515,218	29,370,674	25,209,829
Off the Top Assignment																						
1% TAM Sales Tax Admin	\$ 4,770,891	\$ 37,935	\$ 200,627	\$ 230,688	\$ 224,278	\$ 208,000	\$ 200,000	\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,545	\$ 225,102	\$ 231,855	\$ 238,810	\$ 245,975	\$ 253,354	\$ 260,955	\$ 268,783	\$ 276,847	\$ 285,152	\$ 293,707	\$ 252,098
4% TAM Program Management	\$ 19,083,562	\$ 151,738	\$ 802,509	\$ 922,751	\$ 897,111	\$ 832,000	\$ 800,000	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407	\$ 927,419	\$ 955,242	\$ 983,899	\$ 1,013,416	\$ 1,043,819	\$ 1,075,133	\$ 1,107,387	\$ 1,140,609	\$ 1,174,827	\$ 1,008,393
Debt Service/Capital Projects Reserve	\$ 47,000,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000
5% Reserve	\$ 5,507,637	\$ 189,673	\$ 1,003,136	\$ 1,153,439	\$ 1,121,389	\$ 1,040,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal, Off the Top	\$ 76,362,090	\$ 379,346	\$ 4,356,271	\$ 4,656,879	\$ 4,592,779	\$ 4,430,000	\$ 4,350,000	\$ 3,350,000	\$ 3,380,000	\$ 3,410,900	\$ 3,442,727	\$ 3,475,509	\$ 3,509,274	\$ 3,544,052	\$ 3,579,874	\$ 3,616,770	\$ 3,654,773	\$ 3,693,916	\$ 3,734,234	\$ 3,775,761	\$ 3,818,534	\$ 3,610,491
Net Measure A Revenue	\$ 400,726,967	\$ 3,414,115	\$ 15,706,442	\$ 18,411,907	\$ 17,835,007	\$ 16,370,000	\$ 15,650,000	\$ 16,650,000	\$ 17,220,000	\$ 17,807,100	\$ 18,411,813	\$ 19,034,667	\$ 19,676,207	\$ 20,336,994	\$ 21,017,603	\$ 21,718,632	\$ 22,440,690	\$ 23,184,411	\$ 23,950,444	\$ 24,739,457	\$ 25,552,141	\$ 21,599,337
Plus: Debt Reserve	\$ 47,000,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000
5% Reserve Close Out (with interest) ¹	\$ 9,145,576																					\$ 9,145,576
Total Revenue Available to Strategies	\$ 456,872,543	\$ 3,414,115	\$ 18,056,442	\$ 20,761,907	\$ 20,185,007	\$ 18,720,000	\$ 18,000,000	\$ 19,000,000	\$ 19,570,000	\$ 20,157,100	\$ 20,761,813	\$ 21,384,667	\$ 22,026,207	\$ 22,686,994	\$ 23,367,603	\$ 24,068,632	\$ 24,790,690	\$ 25,534,411	\$ 26,300,444	\$ 27,089,457	\$ 27,902,141	\$ 33,094,913
Assignment to Strategies	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Strategy 1																						
Project Management	\$ 1,773,450	\$ -	\$ 73,450	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Strategy 1 - Local Bus Transit	\$ 241,934,549	\$ 2,030,014	\$ 9,265,515	\$ 10,847,620	\$ 10,604,599	\$ 9,633,514	\$ 9,305,405	\$ 9,800,000	\$ 10,138,919	\$ 10,488,005	\$ 10,847,564	\$ 11,217,910	\$ 11,599,367	\$ 11,992,266	\$ 12,396,953	\$ 12,813,781	\$ 13,243,113	\$ 13,685,326	\$ 14,140,804	\$ 14,609,947	\$ 15,093,165	\$ 18,180,759
Strategy 2																						
Project Management	\$ 1,220,000		\$ 331,614	\$ 256,666	\$ 256,667	\$ 256,667	\$ 118,386	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 - 101 Gap Closure	\$ 21,089,654		\$ 2,018,386	\$ 2,093,334	\$ 1,631,333	\$ 12,243,333	\$ 2,395,900	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 3																						
Local Infrastructure	\$ 115,082,495	\$ 978,098	\$ 4,409,233	\$ 5,149,762	\$ 4,984,489	\$ 4,564,784	\$ 4,483,514	\$ 4,645,000	\$ 4,808,297	\$ 4,976,494	\$ 5,149,736	\$ 5,328,175	\$ 5,511,968	\$ 5,701,274	\$ 5,896,259	\$ 6,097,094	\$ 6,303,955	\$ 6,517,021	\$ 6,736,478	\$ 6,962,520	\$ 7,195,343	\$ 8,683,002
Project Management	\$ 2,340,450	\$ -	\$ 90,450	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Strategy 4																						
School Access	\$ 44,043,450	\$ 406,003	\$ 1,769,643	\$ 1,939,524	\$ 1,870,920	\$ 1,696,703	\$ 1,761,081	\$ 1,730,000	\$ 1,797,784	\$ 1,867,601	\$ 1,939,513	\$ 2,013,582	\$ 2,089,873	\$ 2,168,453	\$ 2,249,391	\$ 2,332,756	\$ 2,418,623	\$ 2,507,065	\$ 2,598,161	\$ 2,691,989	\$ 2,788,633	\$ 3,406,152
Project Management	\$ 4,698,150	\$ -	\$ 98,150	\$ 250,000	\$ 250,000	\$ 250,000	\$ 100,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Assignment to Strategies	\$ 430,408,747	\$ 3,414,115	\$ 18,056,442	\$ 20,761,907	\$ 19,723,007	\$ 28,870,000	\$ 18,164,286	\$ 17,357,368	\$ 17,220,000	\$ 17,807,100	\$ 18,411,813	\$ 19,034,667	\$ 19,676,207	\$ 20,336,994	\$ 21,017,603	\$ 21,718,632	\$ 22,440,690	\$ 23,184,411	\$ 23,950,444	\$ 24,739,457	\$ 25,552,141	\$ 30,744,913
Balance	\$ 26,463,796	\$ -	\$ -	\$ -	\$ 462,000	\$ (10,150,000)	\$ (164,286)	\$ 1,642,632	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000

Measure A Interest Revenue and Assignment

	<i>Total</i>	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Interest Earning on Cash Balance	\$ 5,070,562	-	145,218	732,602	1,042,742	450,000	450,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Board Assigned Expenditure ^{4,5}	\$ 1,425,000			225,000			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Balance for Future Board Actions	\$ 3,645,562	-	145,218	507,602	1,042,742	450,000	375,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000

Notes:
1. A 5% reserve is set aside for the first 6 fiscal years. For the purposes of the Strategic Plan, the reserve is assumed to be paid out to strategies in F2024-25. Actual use of reserve funds will be determined by the TAM Board.
2. Debt service reserve fund retired in FY2024-25.
3. Annual balance in FY08/09: Unprogrammed bond proceeds to demonstrate capacity included in Expenditure Plan.

Transportation Authority of Marin
Attachment 2: Sales Tax Programming Summary

Strategy 1 - Local Bus Transit		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Local Bus Transit System		\$ 161,508,395	\$ 2,755,000	\$ 4,439,000	\$ 5,961,735	\$ 6,463,516	\$ 7,510,131	\$ 6,814,154	\$ 6,449,315	\$ 6,544,061	\$ 7,055,567	\$ 7,297,452	\$ 7,546,594	\$ 7,803,210	\$ 8,067,525	\$ 8,339,769	\$ 8,620,180	\$ 8,909,003	\$ 9,206,492	\$ 9,512,905	\$ 9,828,510	\$ 10,153,583	\$ 12,230,693
Substrategy 2: Rural Bus Transit System		\$ 13,090,075	\$ 92,000	\$ 172,000	\$ 592,202	\$ 648,920	\$ 635,083	\$ 572,713	\$ 534,545	\$ 553,032	\$ 572,073	\$ 591,685	\$ 611,886	\$ 632,693	\$ 654,124	\$ 676,197	\$ 698,934	\$ 722,352	\$ 746,472	\$ 771,317	\$ 796,906	\$ 823,264	\$ 991,678
Substrategy 3: Special Needs Transit Service		\$ 39,278,714	\$ 615,000	\$ 1,365,000	\$ 1,337,742	\$ 1,639,595	\$ 1,649,863	\$ 1,540,042	\$ 1,603,636	\$ 1,659,096	\$ 1,716,219	\$ 1,775,056	\$ 1,835,658	\$ 1,898,078	\$ 1,962,371	\$ 2,028,592	\$ 2,096,801	\$ 2,167,055	\$ 2,239,417	\$ 2,313,950	\$ 2,390,719	\$ 2,469,791	\$ 2,975,033
Substrategy 4: Bus Transit Facilities		\$ 26,171,404	\$ -	\$ -	\$ 778,779	\$ 1,264,367	\$ 1,308,579	\$ 1,512,031	\$ 1,345,758	\$ 1,382,731	\$ 1,144,146	\$ 1,183,371	\$ 1,223,772	\$ 1,265,385	\$ 1,308,247	\$ 1,352,395	\$ 1,397,867	\$ 1,444,703	\$ 1,492,945	\$ 1,542,633	\$ 1,593,812	\$ 1,646,527	\$ 1,983,356
Subtotal, Strategy 1		\$ 240,048,587	\$ 3,462,000	\$ 5,976,000	\$ 8,670,458	\$ 10,016,398	\$ 11,103,656	\$ 10,438,940	\$ 9,933,254	\$ 10,138,919	\$ 10,488,005	\$ 10,847,564	\$ 11,217,910	\$ 11,599,367	\$ 11,992,266	\$ 12,396,953	\$ 12,813,781	\$ 13,243,113	\$ 13,685,326	\$ 14,140,804	\$ 14,609,947	\$ 15,093,165	\$ 18,180,759
Strategy 2 - 101 Gap Closure		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Subtotal, Strategy 2		\$ 25,224,000	\$ -	\$ 2,041,414	\$ 916,772	\$ 2,031,667	\$ 17,012,493	\$ 2,514,286	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 3 - Local Infrastructure		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Major Roads		\$ 35,050,887	\$ -	\$ -	\$ 776,000	\$ 2,972,050	\$ 3,800,000	\$ 3,550,000	\$ 4,634,991	\$ 4,450,000	\$ 6,617,846	\$ 6,150,000	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substrategy 2: Local Roads		\$ 57,541,247	\$ 146,968	\$ 2,177,684	\$ 2,651,406	\$ 2,574,881	\$ 2,492,244	\$ 2,241,757	\$ 2,322,500	\$ 2,404,149	\$ 2,488,247	\$ 2,574,868	\$ 2,664,087	\$ 2,755,984	\$ 2,850,637	\$ 2,948,130	\$ 3,048,547	\$ 3,151,977	\$ 3,258,510	\$ 3,368,239	\$ 3,481,260	\$ 3,597,671	\$ 4,341,501
Subtotal, Strategy 3		\$ 92,592,134	\$ 146,968	\$ 2,177,684	\$ 3,427,406	\$ 5,546,931	\$ 6,292,244	\$ 5,791,757	\$ 6,957,491	\$ 6,854,149	\$ 9,106,093	\$ 8,724,868	\$ 4,764,087	\$ 2,755,984	\$ 2,850,637	\$ 2,948,130	\$ 3,048,547	\$ 3,151,977	\$ 3,258,510	\$ 3,368,239	\$ 3,481,260	\$ 3,597,671	\$ 4,341,501
Strategy 4 - School Access		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Substrategy 1: Safe Routes to Schools		\$ 12,926,480	\$ -	\$ 362,846	\$ 293,650	\$ 528,422	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974
Substrategy 2: Crossing Guards		\$ 17,024,782	\$ -	\$ 45,700	\$ 568,736	\$ 878,192	\$ 875,000	\$ 750,000	\$ 775,000	\$ 938,909	\$ 775,000	\$ 775,000	\$ 954,108	\$ 775,000	\$ 775,000	\$ 970,716	\$ 800,000	\$ 800,000	\$ 1,063,864	\$ 875,000	\$ 1,027,851	\$ 1,298,446	\$ 1,303,261
Substrategy 3: Safe Pathways		\$ 14,222,017	\$ -	\$ 3,715	\$ 135,620	\$ 1,918,089	\$ 258,192	\$ 897,445	\$ 50,000	\$ 1,072,477	\$ 50,000	\$ 1,161,354	\$ 50,000	\$ 1,255,645	\$ 50,000	\$ 1,355,678	\$ 50,000	\$ 1,461,802	\$ 50,000	\$ 1,574,390	\$ 50,000	\$ 1,693,834	\$ 1,083,776
Subtotal, Strategy 4		\$ 44,173,279	\$ -	\$ 412,261	\$ 998,006	\$ 3,324,703	\$ 1,783,192	\$ 2,297,445	\$ 1,475,000	\$ 2,661,386	\$ 1,475,000	\$ 2,594,804	\$ 1,671,118	\$ 2,706,326	\$ 1,509,465	\$ 3,019,756	\$ 1,552,377	\$ 2,973,310	\$ 1,834,621	\$ 3,179,517	\$ 1,817,469	\$ 3,741,514	\$ 3,146,010
Total Sales Tax Programming		\$ 402,038,001	\$ 3,608,968	\$ 10,607,359	\$ 14,012,642	\$ 20,919,699	\$ 36,191,585	\$ 21,042,428	\$ 19,073,113	\$ 19,654,453	\$ 21,069,098	\$ 22,167,237	\$ 17,653,116	\$ 17,061,676	\$ 16,352,368	\$ 18,364,840	\$ 17,414,705	\$ 19,368,400	\$ 18,778,457	\$ 20,688,560	\$ 19,908,676	\$ 22,432,350	\$ 25,668,270

[illegible]

Transportation Authority of Marin
 Attachment 3-2 -- Strategy 2: Highway 101 Gap Closure -- Detail
 Revenues and Expenditures

	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Strategy 2 Revenue																						
Prior Year Carryforward			\$ -	\$ 308,586	\$ 7,877,814	\$ 7,734,147	\$ 3,221,654	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Revenue to Strategy 2	\$ 6,588,000	\$ -	\$ 2,350,000	\$ 2,350,000	\$ 1,888,000																	
Swapped Revenue (CMAQ/STP)	\$ 5,911,000			\$ 5,911,000																		
Measure A Interest Dedicated	\$ 225,000			\$ 225,000																		
CMAQ Swapped Revenue (MTC)	\$ 12,500,000			\$ -	\$ -	\$ 12,500,000																
Total Revenue	\$ 25,224,000	\$ -	\$ 2,350,000	\$ 8,794,586	\$ 9,765,814	\$ 20,234,147	\$ 3,221,654	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 Expenditures																						
Project Management	\$ 1,220,000		\$ 331,614	\$ 256,666	\$ 256,667	\$ 256,667	\$ 118,386															
101 Gap Closure	\$ 18,093,000		\$ 1,709,800	\$ 451,200	\$ 998,000	\$ 12,934,000	\$ 2,000,000															
Swap Projects	\$ 5,911,000		\$ -	\$ 208,906	\$ 777,000	\$ 3,821,826	\$ 395,900	\$ 707,368														
Total Expenditures	\$ 25,224,000	\$ -	\$ 2,041,414	\$ 916,772	\$ 2,031,667	\$ 17,012,493	\$ 2,514,286	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategy 2 Cumulative Balance		\$ -	\$ 308,586	\$ 7,877,814	\$ 7,734,147	\$ 3,221,654	\$ 707,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Swapped Project Details

TLC Swap		FY04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	
Fairfax	\$ 180,000			\$ 10,000	\$ 170,000				
Fireside	\$ 198,906			\$ 198,906					
Corte Madera HIP	\$ 371,826				\$ 30,000	\$ 341,826			
County of Marin HIP	\$ 525,600						\$ 41,600	\$ 484,000	
Unprogrammed	\$ 115,668							\$ 115,668	
Subtotal, TLC Swap	\$ 1,392,000	\$ -	\$ -	\$ 208,906	\$ 200,000	\$ 341,826	\$ 41,600	\$ 599,668	
TE Swap									
Bicycle Guide Signing	\$ 107,700							\$ 107,700	
Bus Stop Improvements	\$ 82,600						\$ 82,600		
Pine Terrace Multi Use Path	\$ 87,000				\$ 87,000				
East SFD Multi Use Bridge	\$ 90,000				\$ 90,000				
Olema Bolinas Pathway	\$ 271,700						\$ 271,700		
Striping and Signing	\$ 134,700				\$ 134,700				
Medway/Canal Improvements	\$ 265,300				\$ 265,300				
Subtotal, TE Swap	\$ 1,039,000	\$ -	\$ -	\$ -	\$ 577,000	\$ -	\$ 354,300	\$ 107,700	
STP Swap									
Marin County	\$ 1,928,321					\$ 1,928,321			Proposed Project(s)
Belvedere	\$ 21,398					\$ 21,398			Point Reyes-Petaluma Road Rehabilitation
Corte Madera	\$ 99,896					\$ 99,896			Speed limit, stop, and street signs replacement
Fairfax	\$ 54,914					\$ 54,914			Tamalpais/Redwood/Corte Madera Avenue Improvements
Larkspur	\$ 110,756					\$ 110,756			Tamalpais Road Overlay
Mill Valley	\$ 153,675					\$ 153,675			Doherty Drive Reconstruction
Novato	\$ 366,579					\$ 366,579			Buena Vista Street Rehabilitation
Ross	\$ 28,935					\$ 28,935			Vallejo Avenue Improvements
San Anselmo	\$ 145,395					\$ 145,395			Glenwood Avenue Overlay
San Rafael	\$ 415,620					\$ 415,620			Saunders Avenue Resurfacing
Sausalito	\$ 53,872					\$ 53,872			Francisco East and Manuel T. Freitas Parkway Resurfacing
Tiburon	\$ 100,639					\$ 100,639			Nevada Street from Bridgeway to Tomales
Subtotal, STP Swap	\$ 3,480,000	\$ -	\$ -	\$ -	\$ -	\$ 3,480,000	\$ -	\$ -	Mar West Street Improvement Project
TOTAL Swap	\$ 5,911,000	\$ -	\$ -	\$ 208,906	\$ 777,000	\$ 3,821,826	\$ 395,900	\$ 707,368	

- Notes:
- Swapped projects can only use Measure A cash
 - Approximately \$1.8 million of the Gap expenditures from FY 06 and FY 07 are bond eligible, using the TAM adopted Reimbursement Resolution, March 30, 2006
 - MTC Swap assumes a 0% interest rate
 - STP Swap on Local Streets and Roads funds needs to be awarded by March 27, 2009.
- Shaded boxes indicate that funds have been allocated by TAM Board

13.25% To Substrategy 1																							
Major Roads and Related Infrastructure ⁴		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																							
Prior Year Carryforward				\$ 489,049	\$ 2,648,441	\$ 4,384,822	\$ 3,842,516	\$ 2,262,408	\$ 1,004,133	\$ (1,370,858)	\$ (3,479,210)	\$ (7,671,309)	\$ (11,308,941)	\$ (10,807,354)	\$ (8,113,870)	\$ (5,325,733)	\$ (2,440,103)	\$ 545,944	\$ 3,635,421	\$ 6,831,432	\$ 10,137,171	\$ 13,555,931	\$ 17,091,102
Strategy 3 Revenue		\$ 56,371,022	\$ 489,049	\$ 2,159,392	\$ 2,512,381	\$ 2,429,744	\$ 2,219,892	\$ 2,241,757	\$ 2,260,000	\$ 2,341,649	\$ 2,425,747	\$ 2,512,368	\$ 2,601,587	\$ 2,693,484	\$ 2,788,137	\$ 2,885,630	\$ 2,986,047	\$ 3,089,477	\$ 3,196,010	\$ 3,305,739	\$ 3,418,760	\$ 3,535,171	\$ 4,279,001
Unused Funds from Completed Projects								\$ 49,968															
Total Revenue		\$ 56,371,022	\$ 489,049	\$ 2,648,441	\$ 5,160,822	\$ 6,814,566	\$ 6,062,408	\$ 4,554,133	\$ 3,264,133	\$ 970,790	\$ (1,053,463)	\$ (5,158,941)	\$ (8,707,354)	\$ (8,113,870)	\$ (5,325,733)	\$ (2,440,103)	\$ 545,944	\$ 3,635,421	\$ 6,831,432	\$ 10,137,171	\$ 13,555,931	\$ 17,091,102	\$ 21,370,103
Planning Area: Northern Marin																							
Novato Boulevard - Seg 2		\$ 562,965			\$ 72,000	\$ 452,600	\$ 38,365																
Novato Boulevard - Seg 1		\$ 6,582,922				\$ 114,450	\$ 286,635	\$ 200,000	\$ 633,991	\$ 2,100,000	\$ 3,247,846												
Novato Boulevard - Seg 3		\$ 580,000				\$ 155,000	\$ 425,000																
Subtotal Expenditures 8.6		\$ 7,725,887	\$ -	\$ -	\$ 72,000	\$ 722,050	\$ 750,000	\$ 200,000	\$ 633,991	\$ 2,100,000	\$ 3,247,846	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning Area: Central Marin																							
4th Street San Rafael		\$ 4,500,000				\$ 2,250,000	\$ 2,250,000																
Other Projects		\$ -																					
Subtotal Expenditures 11.2		\$ 4,500,000	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning Area: Southern Marin																							
Miller Avenue Mill Valley		\$ 5,100,000			\$ 250,000		\$ 500,000	\$ 350,000	\$ 2,000,000	\$ 2,000,000													
E. Blithedale Avenue		\$ 4,020,000									\$ 470,000	\$ 2,550,000	\$ 1,000,000										
Subtotal Expenditures 9.5		\$ 9,120,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 500,000	\$ 350,000	\$ 2,000,000	\$ 2,000,000	\$ 470,000	\$ 2,550,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning Area: Ross Valley																							
SFD between US 101 & Wolf Grade		\$ 5,350,000								\$ 350,000	\$ 2,500,000	\$ 2,500,000											
SFD between Wolf Grade & Ross		\$ 2,600,000									\$ 400,000	\$ 1,100,000	\$ 1,100,000										
SFD, San Anselmo		\$ -																					
Other Projects																							
Subtotal Expenditures 8.9		\$ 7,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 2,900,000	\$ 3,600,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning Area: West Marin																							
SFD SP Taylor - Platform Bridge		\$ 5,755,000			\$ 454,000		\$ 300,000	\$ 3,000,000	\$ 2,001,000														
Other Projects		\$ -																					
Subtotal Expenditures 5.9		\$ 5,755,000	\$ -	\$ -	\$ 454,000	\$ -	\$ 300,000	\$ 3,000,000	\$ 2,001,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substrategy 1 Total Expenditures \$ 44		\$ 35,050,887	\$ -	\$ -	\$ 776,000	\$ 2,972,050	\$ 3,800,000	\$ 3,550,000	\$ 4,634,991	\$ 4,450,000	\$ 6,617,846	\$ 6,150,000	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substrategy 1 Cumulative Balance			\$ 489,049	\$ 2,648,441	\$ 4,384,822	\$ 3,842,516	\$ 2,262,408	\$ 1,004,133	\$ (1,370,858)	\$ (3,479,210)	\$ (7,671,309)	\$ (11,308,941)	\$ (10,807,354)	\$ (8,113,870)	\$ (5,325,733)	\$ (2,440,103)	\$ 545,944	\$ 3,635,421	\$ 6,831,432	\$ 10,137,171	\$ 13,555,931	\$ 17,091,102	\$ 21,370,103

Notes:

- 1 Amount available after allowable TAM staffing and administration costs are deducted.
- 2 Estimated annual project management costs of approximately \$100,000 are incurred for Substrategy 1 beginning in FY 2005/06.
- 3 No project management costs are estimated for Substrategy 2.
- 4 Distribution based on 50% population share and 50% road miles share, using the most current available data from the California Department of Finance on population and MTC on lane miles. Data will be updated as a part of the Strategic Plan.

Transportation Authority of Marin
Attachment 3-4 -- Strategy 4: School Related Congestion and Safer Access to Schools -- Detail
Revenues and Expenditures
(Programming based)

	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue Available to Strategy 4	\$ 44,043,450	\$ 406,003	\$ 1,769,643	\$ 1,939,524	\$ 1,870,920	\$ 1,696,703	\$ 1,761,081	\$ 1,730,000	\$ 1,797,784	\$ 1,867,601	\$ 1,939,513	\$ 2,013,582	\$ 2,089,873	\$ 2,168,453	\$ 2,249,391	\$ 2,332,756	\$ 2,418,623	\$ 2,507,065	\$ 2,598,161	\$ 2,691,989	\$ 2,788,633	\$ 3,406,152

3.3% To Substrategy 1																							
Safe Routes to Schools		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																							
Prior Year Carryforward			\$ 121,801	\$ 289,828	\$ 578,035	\$ 614,448	\$ 473,459	\$ 351,783	\$ 220,783	\$ 110,118	\$ 20,399	\$ (56,198)	\$ (119,133)	\$ (167,852)	\$ (201,781)	\$ (220,326)	\$ (222,876)	\$ (208,797)	\$ (177,434)	\$ (128,113)	\$ (60,135)	\$ 27,222	
Strategy 4 Revenue	\$ 13,213,035	\$ 121,801	\$ 530,893	\$ 581,857	\$ 561,276	\$ 509,011	\$ 528,324	\$ 519,000	\$ 539,335	\$ 560,280	\$ 581,854	\$ 604,075	\$ 626,962	\$ 650,536	\$ 674,817	\$ 699,827	\$ 725,587	\$ 752,120	\$ 779,448	\$ 807,597	\$ 836,590	\$ 1,021,846	
Total Revenue	\$ 13,213,035	\$ 121,801	\$ 652,694	\$ 871,685	\$ 1,139,311	\$ 1,123,459	\$ 1,001,783	\$ 870,783	\$ 760,118	\$ 670,399	\$ 602,252	\$ 547,877	\$ 507,829	\$ 482,684	\$ 473,037	\$ 479,501	\$ 502,711	\$ 543,323	\$ 602,014	\$ 679,484	\$ 776,455	\$ 1,049,067	
Expenditures																							
Substrategy 1	\$ 12,922,941		\$ 362,866	\$ 293,650	\$ 524,863	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974	
Total Expenditures	\$ 12,922,941	\$ -	\$ 362,866	\$ 293,650	\$ 524,863	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 658,450	\$ 667,010	\$ 675,681	\$ 684,465	\$ 693,363	\$ 702,377	\$ 711,507	\$ 720,757	\$ 730,127	\$ 739,619	\$ 749,234	\$ 758,974	
Substrategy 1 Cumulative Balance	\$ 290,093	\$ 121,801	\$ 289,828	\$ 578,035	\$ 614,448	\$ 473,459	\$ 351,783	\$ 220,783	\$ 110,118	\$ 20,399	\$ (56,198)	\$ (119,133)	\$ (167,852)	\$ (201,781)	\$ (220,326)	\$ (222,876)	\$ (208,797)	\$ (177,434)	\$ (128,113)	\$ (60,135)	\$ 27,222	\$ 290,093	

4.2% To Substrategy 2																						
Crossing Guards																						
	Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																						
Prior Year Carryforward			\$ 155,019	\$ 785,001	\$ 956,811	\$ 792,970	\$ 773,994	\$ 696,407	\$ 581,952	\$ 329,470	\$ 267,554	\$ 233,095	\$ 47,809	\$ 70,761	\$ 123,716	\$ 11,858	\$ 102,547	\$ 226,021	\$ 119,400	\$ 236,425	\$ 236,425	\$ 2,730
Strategy 4 Revenue	\$ 16,816,590	\$ 155,019	\$ 675,682	\$ 740,546	\$ 714,351	\$ 647,832	\$ 672,413	\$ 660,545	\$ 686,427	\$ 713,084	\$ 740,541	\$ 768,822	\$ 797,952	\$ 827,955	\$ 858,858	\$ 890,689	\$ 923,474	\$ 957,243	\$ 992,025	\$ 1,027,851	\$ 1,064,751	\$ 1,300,531
Repayment from Strategy 4.3	\$ 208,192					\$ 208,192																
Total Revenue	\$ 17,024,782	\$ 155,019	\$ 830,701	\$ 1,525,547	\$ 1,671,162	\$ 1,648,994	\$ 1,446,407	\$ 1,356,952	\$ 1,268,379	\$ 1,042,554	\$ 1,008,095	\$ 1,001,917	\$ 845,761	\$ 898,716	\$ 982,574	\$ 902,547	\$ 1,026,021	\$ 1,183,264	\$ 1,111,425	\$ 1,264,275	\$ 1,301,176	\$ 1,303,260
Expenditures																						
Loan to Strategy 4.3	\$ 208,192				\$ 208,192																	
Substrategy 2 - Data Collection	\$ 1,221,512		\$ 45,700	\$ 19,520	\$ 20,000	\$ 150,000			\$ 163,909			\$ 179,108			\$ 195,716			\$ 213,864		\$ 233,695	\$ -	
Substrategy 2 - Contract Guards	\$ 15,595,078			\$ 549,216	\$ 650,000	\$ 725,000	\$ 750,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 775,000	\$ 800,000	\$ 800,000	\$ 850,000	\$ 875,000	\$ 1,027,851	\$ 1,064,751	\$ 1,303,261
Total Expenditures	\$ 17,024,782	\$ -	\$ 45,700	\$ 568,736	\$ 878,192	\$ 875,000	\$ 750,000	\$ 775,000	\$ 938,909	\$ 775,000	\$ 775,000	\$ 954,108	\$ 775,000	\$ 775,000	\$ 970,716	\$ 800,000	\$ 800,000	\$ 1,063,864	\$ 875,000	\$ 1,027,851	\$ 1,298,446	\$ 1,303,261
Substrategy 2 Cumulative Balance	\$ (0)	\$ 155,019	\$ 785,001	\$ 956,811	\$ 792,970	\$ 773,994	\$ 696,407	\$ 581,952	\$ 329,470	\$ 267,554	\$ 233,095	\$ 47,809	\$ 70,761	\$ 123,716	\$ 11,858	\$ 102,547	\$ 226,021	\$ 119,400	\$ 236,425	\$ 236,425	\$ 2,730	\$ (0)

3.5% To Substrategy 3																							
Capital Funds for Safe Pathways		Total	FY 04/05	FY05/06	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Revenue																							
Prior Year Carryforward			\$ 129,183	\$ 688,536	\$ 1,170,037	\$ 19,492	\$ 301,160	\$ -	\$ 500,455	\$ -	\$ 544,237	\$ -	\$ 590,685	\$ -	\$ 639,962	\$ -	\$ 692,241	\$ -	\$ 747,703	\$ -	\$ 806,542	\$ -	
Strategy 4 Revenue	\$ 14,013,825	\$ 129,183	\$ 563,068	\$ 617,121	\$ 595,293	\$ 539,860	\$ 560,344	\$ 550,455	\$ 572,022	\$ 594,237	\$ 617,118	\$ 640,685	\$ 664,960	\$ 689,962	\$ 715,715	\$ 742,241	\$ 769,562	\$ 797,703	\$ 826,688	\$ 856,542	\$ 887,292	\$ 1,083,776	
Loan from Strategy 4.2	\$ 208,192				\$ 208,192																		
Total Revenue	\$ 14,222,017	\$ 129,183	\$ 692,251	\$ 1,305,657	\$ 1,973,522	\$ 559,352	\$ 861,504	\$ 550,455	\$ 1,072,477	\$ 594,237	\$ 1,161,354	\$ 640,685	\$ 1,255,645	\$ 689,962	\$ 1,355,678	\$ 742,241	\$ 1,461,802	\$ 797,703	\$ 1,574,390	\$ 856,542	\$ 1,693,834	\$ 1,083,776	
Expenditures																							
Substrategy 3 - Payment to 4.2	\$ 208,192					\$ 208,192																	
Substrategy 3 - Program Development	\$ 1,176,866		\$ 3,715	\$ 135,620	\$ 187,531	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		
Substrategy 3 - Capital Projects	\$ 12,836,959				\$ 1,766,499	\$ -	\$ 811,504	\$ -	\$ 1,022,477	\$ -	\$ 1,111,354	\$ -	\$ 1,205,645	\$ -	\$ 1,305,678	\$ -	\$ 1,411,802	\$ -	\$ 1,524,390	\$ -	\$ 1,643,834	\$ 1,033,776	
Total Expenditures	\$ 14,222,017	\$ -	\$ 3,715	\$ 135,620	\$ 1,954,030	\$ 258,192	\$ 861,504	\$ 50,000	\$ 1,072,477	\$ 50,000	\$ 1,161,354	\$ 50,000	\$ 1,255,645	\$ 50,000	\$ 1,355,678	\$ 50,000	\$ 1,461,802	\$ 50,000	\$ 1,574,390	\$ 50,000	\$ 1,693,834	\$ 1,083,776	
Substrategy 3 Cumulative Balance	\$ -	\$ 129,183	\$ 688,536	\$ 1,170,037	\$ 19,492	\$ 301,160	\$ -	\$ 500,455	\$ -	\$ 544,237	\$ -	\$ 590,685	\$ -	\$ 639,962	\$ -	\$ 692,241	\$ -	\$ 747,703	\$ -	\$ 806,542	\$ -	\$ -	

Notes:
1 Amount available after allowable TAM staffing and administration and project management costs are deducted.



TAM BOARD OF COMMISSIONERS

2009 Strategic Plan Update (SPU), Agenda Item 6j

Attachment C: Marin Transit's 2009 Short Range Transit Plan

This document was distributed as part of the March 2009 TAM Board Agenda Packet

An electronic version of the SRTP can be viewed at:

<http://www.marintransit.org/pdf/marin%20transit%20final%20fy2008-2009%20srtp.pdf>